

# PUBLIC RELATIONS JOURNAL



*Conference keynoters . . .*

JANUARY, 1956  
VOL. 2—NO. 1  
1st Section—Section C  
75 CENTS

SIXTH NATIONAL CONFERENCE ISSUE  
"Growing Opportunities for Public Relations"

R v.10 1954



## launched: *an idea*

The first advertisement anywhere in America for gin and tonic appeared in The New Yorker of June 5, 1937.

You may not remember it, but you probably do remember The New Yorker advertisement last Summer, announcing the arrival of Commander Whitehead, Schweppesman extraordinary, coincidental with the first bottling of Schweppes Quinine Water here in the states.

Today the popularity of gin and tonic has grown so handsomely it has become a favorite American drink from coast to coast, in the nation's finest hotels, restaurants and homes.

Schweppes chose The New Yorker first, because they know how responsive New Yorker readers are to new ideas . . . and how other people follow their lead. Schweppes gives The New Yorker great credit for helping to put over Schweppes in America.

Do you have a new idea to launch?

**THE  
NEW YORKER**

25 WEST 43RD STREET, NEW YORK 36, N. Y.

*sells the people other people follow*

(Advertisement)

22

NO

• The  
and p  
Public  
the I  
at th  
Novem  
atten  
Canad  
couns  
ness  
the p  
fields.

• W  
the c  
tween  
plann  
issues

• Sp  
confe  
new  
mana  
publi  
fectiv  
impro  
activ  
the m  
gram

• A  
portu  
and  
peac  
prese

• 19  
velop  
and  
cussi  
ing  
pete  
effec

M  
J  
N  
J-  
N

Publ  
Rela  
Stree  
Exec  
dues  
year  
Reen  
1953  
the a  
a ye

Jan

## NOTED IN BRIEF . . .

• The January issue is devoted to speeches and program features of the Sixth National Public Relations Conference sponsored by the Public Relations Society of America at the Sheraton-Cadillac Hotel, Detroit, November 16-18. Public relations people attended from 30 states and territories, Canada and England, and represented counselling firms, PR departments in business and industry, government, education, the professions and the health and welfare fields.

• While it is not possible to bring readers the complete transcript of proceedings between the covers of one JOURNAL, it is planned to present further material in later issues, as space permits.

• Speech and discussion material of the conference stressed the expanding and new public responsibilities of American management, with the opportunities for public relations organizations to render effective service. Methods of developing and improving the ways that public relations activities serve management, as well as the measurement of results of such programs, received primary attention.

• And some glimpses of further future opportunities in international PR programs, and in the public relations aspects of peacetime atomic energy problems, were presented for discussion.

• 1954 will be a year of pronounced development in the public relations field, and the Detroit conference developed discussions and proposed methods for making the contributions of the craft competent, articulate and important by their effectiveness.

Milton Fairman  
Editor

G. Edward Pendray  
Editorial Consultant

Robert L. Bliss, Managing Editor  
Laura E. Freed, Associate Editor  
Robert L. Bliss, Business Manager  
Janet J. Bauer, Circulation Manager

National Advertising Representatives:  
J-V Associates, 274 Madison Avenue  
New York 16, N. Y. (ORegon 9-0030)

Published monthly, copyright 1954 by the Public Relations Society of America, Inc., at 2 West 46th Street, New York 36, N. Y., Robert L. Bliss, Executive Vice President. Of the amount paid as dues by members of the Society \$7.50 is for a year's subscription for the *Public Relations Journal*. Reentered as second class matter September 29, 1953, at the post office at New York, N. Y., under the act of March 3, 1879. Subscription rates \$7.50 a year; foreign \$8.50. Single copy 75 cents.

January, 1954

# PR JOURNAL

2 West 46th Street • New York 36, New York • Circle 6-0742

VOL. X, No. 1

JANUARY, 1954

## ARTICLES

### New Public Responsibilities of Management . . . . . 2

*A report on the Tuesday morning panel discussion of some of the concepts, characteristics and obligations of business management in today's economy*

### Administration and public relations . . . . . Donald K. David 3

### Can We Measure Up? . . . . . William G. Werner 6

### How PR can expand its services to management Reported by William W. Weston 10 *A report on the Tuesday afternoon general session of the Conference*

### Avenues through which PR can realize its opportunities Reported by William W. Cook 12

### Business At Bat—In Washington And On Main Street Erwin D. Canham 14

### How to develop and administer a contributions policy Reported by G. A. Duff and John Harvey 18 *A report on the Wednesday afternoon "Contributions Policy Session" in which business philanthropy was discussed from both the "giving" and "asking" angle*

### Building better public relations for your company's international operations . . . . . Benjamin H. Holdsworth 22

### Public relations aspects of atomic energy in peacetime Charles E. Robbins 24

### Public relations—techniques or ethics . . . . . J. Wesley McAfee 27

## COVER PHOTO

Donald K. David, Dean, The Graduate School of Business Administration, Harvard University, keyed the conference with his opening session address, "New Public Responsibilities of Management." He is shown with Paul Garrett (right) Vice President and Director of Public Relations, General Motors Corporation, who presided at the session.

# New Public Responsibilities Of Management

*A report on the Tuesday morning panel discussion of some of the concepts, characteristics and obligations of business management in today's economy*

**A** SCHOLARLY, analytical and inspiring appraisal of the "New Public Responsibilities of Management," as voiced by Donald K. David, Dean, The Graduate School of Business Administration, Harvard University, Cambridge, Mass., served as the keynote during the opening session of the Public Relations Society of America's Sixth Annual Conference program in Detroit, November 16.

As planned by the Conference Program Committee, Dean David's remarks—with their bold challenges and broad concepts—were basic, thematic and general, and helped set the stage for a two-day program that was to become progressively more specific. (Dean David's entire address is printed herewith, starting on page 3.)

Yet, despite the program format—which called for more specifics later on—the plan also called for the Dean's remarks to be followed by a panel discussion. And with a moderator prodding his panel members to "irritate the Dean," the transition from the general to the specific got underway shortly after Dean David concluded his remarks.

The panel included:

Moderator: Paul Garrett, Vice President and Director of Public Relations, General Motors Corporation, New York.

Panel Member No. 1: Lawrence C. Lockley, Dean, School of Commerce, University of Southern California, Los Angeles.

Panel Member No. 2: Dan J. Forrestal, Assistant Director, Advertising and Public Relations, Monsanto Chemical Company, St. Louis.

Panel Member No. 3: John W. Hill, President, Hill and Knowlton, Inc., New York.

Panel Member No. 4: Russell Wilks, Director of Public Relations, United States Rubber Company, New York.

In his introductory remarks, Moderator Garrett compared the youth of PRSA to the seniority of such organizations as the American Medical Association (which held its sixth conference in 1853); and the American Society of Civil Engineers (which observed its 100th anniversary only last year); and the Society of Automotive Engineers (which held its sixth conference in 1911).

Mr. Garrett stressed not only the comparative youth of PRSA, but added:

"If I have learned anything over my many years in this business, it is that there is a public relations aspect to every policy. Not all policy decisions rank equally high in their public rela-

tions aspects. Few policy decisions are made solely on the basis of their public relations aspects. But no enlightened management in these days lays down a policy of the business without giving consideration to its public relations aspects. Our growth in stature in this great profession will come in accelerating degree as we learn better how to help strengthen management policies in the public relations sense."

Noting that more and more schools are equipping their students to see their future responsibilities in relation to the world around them, Mr. Garrett introduced Dean David as a leader in this new trend.

Following Dean David's vigorously delivered and warmly received address, Panelist No. 1, Dean Lockley, said:

"Management has purpose and drive, and must relentlessly follow a course of developmental action. The public has neither purpose nor drive, but has what we might call *flow*—as does a glacier. And it is management which can change, adapt, and modify. The wise public relations man will be as interested in interpreting the public to management, as management to the public."

And he added:

"The various techniques of mass communication are not the field of public relations, but the tools of public relations. If you stress this aspect of your craft, without giving primary place to the more basic areas of learning which contribute toward managerial policy, you are merely vocalizing a vacuum!"

Noting no substantial difference in opinion among the visiting deans, Panelist Forrestal introduced a provocative note by inquiring "how might we best implement their philosophy?"; by pondering "how might we practice what they preach?"; and by rather flatly stating that "our acceptance of their goals is not the entirety of our problem."

Taking no issue with the deans' philosophies and their call for increasing

(Continued on page 36)



**OPENING SESSION PANELISTS:** Russell Wilks, Director of PR, U. S. Rubber Company, Lawrence C. Lockley, Dean, School of Commerce, University of Southern California, John W. Hill, President, Hill & Knowlton Inc., Dan J. Forrestal, Assistant Director of Advertising and PR, Monsanto Chemical Company.



# Administration and public relations

By Donald K. David

Dean, Harvard Graduate School  
of Business Administration

(The following address was presented at the opening general session of the Public Relations Society of America's Sixth Annual Conference, Detroit, Michigan, Tuesday, November 17, 1953. Title of the session was: "New Public Responsibilities of Management".)

I HAVE BEEN TOLD that if I were to ask each of you to define the phrase "public relations" the definitions would vary widely. I am not myself qualified to tell you what it is you are doing or to lay down a definitive description of your activities. But I think I may comment upon the need for the total contributions which you individually and collectively make to the successful conduct of American business, and to say how much the managements of our many businesses will look to you for help if your help meets the need. In doing so I may define your responsibilities in broader terms than you yourselves ordinarily use and I may call upon you to expand the sphere in which you work.

Not all corporate managers are entirely clear what the phrase signifies, nor are they entirely sure about the nature of the need. Yet businessmen have become widely aware during the past two or three decades of the impact of public attitudes on their operations. They have seen public attitudes influence legislation, taxation, labor relations and have repercussions in many other areas in which the modern manager must constantly adjust himself as he strives to operate his business profitably.

It is a rare corporate manager today who believes that he can live apart in a world governed solely by his own notions. He cannot live in simple isolation, and he knows it.

This growing awareness of the importance of public opinion is to me part of something larger—a new concept of busi-

ness management which has been developing, especially in this country, as new economic patterns have been produced by the impact of the creative energies of millions of Americans trying to make life in these United States more nearly what they think it ought to be.

We shall have to await the detached appraisal of future historians and social scientists for full understanding of our own times. But some key characteristics seem apparent even today. And as I considered what I might say here, it occurred to me that I might talk about some of those characteristics and the forces behind them. Perhaps in doing this, I can also evidence my own belief that the field in which you work is important to business management; that this importance is destined to increase; and that there are disciplines to which those of you who practice in this field must subject yourselves if you are to achieve maximum usefulness.

## First characteristic

The first characteristic is what I prefer to call *hugeness of scope*—so huge that the eye of management today must have a very wide lens, indeed.

The United States is physically huge, with a continental land area of more than three million square miles. Into our borders could be fitted all of free Europe with room left over for the great subcontinent of India.

In this vast geographical area there are today more than 160 million people and the population is dynamic, not static. The population of the United States has doubled since 1900. It has increased 50% since 1920.

A second characteristic of very great importance is the *unity* of this huge land area and its large and growing population. Its parts are not remote from each other in any sense—neither

are its people. No population in the world moves about so much and so freely as the American people. We are remarkably accessible to one another at low cost by mail, by telephone, through magazines of national circulation, by nearly 2,000 dailies and some 10,000 weekly newspapers, by radios in 98% of American homes. I ask you to stop and consider for a moment the profound implications in the simple fact that in 23 million homes people can listen simultaneously to the President of the United States and watch his face as he talks. Or, if they choose, this huge crowd can watch Billy Martin polish off the World Series with a hit over second base.

## Unity and accessibility

Equally important is the unity and accessibility which come from the complete absence of tariff walls between the sovereign states of the United States. We take this so much for granted that we forget how uncommon it is elsewhere in the world. The phrase "national markets" is so commonplace with us here in this country that we forget what a uniquely huge homogeneity we are talking about.

A third central characteristic of our American economy is the freedom of opportunity which arises in part from the political idea of which this country is the embodiment. The absence of class barriers and the opportunity uniquely presented to Americans to make the most of themselves have had tremendous economic consequences. The size and complexity of our markets and of our society have arisen naturally from the freedom to better oneself. This vital freedom expresses itself in the steady acceleration of demand which results from and produces the ever-increasing standard of living which will bring the good things of life to an ever larger percentage of our total population. The

---

"May I thank you for the privilege extended Marygrove College of having faculty and students represented at several sessions of the recent Detroit Conference of the Public Relations Society of America. Those who attended found the experience rewarding from every point of view, but were particularly impressed by the total atmosphere of the meeting."

—SISTER M. HONORA, President,  
Marygrove College, Detroit

---

ability to reach continually expanding markets, comprised more and more of vast numbers of people availing themselves of the opportunities about them, has become one of the earmarks of good business management, one of the main-springs of a dynamic economy, and one of the principal concerns of a person interested in public relations.

A fourth key characteristic of our economy which helps make us free and keeps us growing toward the optimum standard of living is the unrestricted ingenuity, initiative, and inventiveness with which our free people, under the vitalizing impetus of competition, take advantage of the opportunities which our freedom presents to us. We do not resist change. We tear down buildings to replace them with newer buildings. We scrap methods of doing business to try new ones. No one needs to be told that the American businessman lives in a dynamic world in which new ideas crowd in to force out the old. Under the needs imposed by our competitive system, indeed, he takes the initiative in producing change as he moves toward new solutions because they are faster, cheaper, better, more competitive.

#### Increased competition

Rather than less competition than in previous years we have today much more. The growth of big businesses, appropriate to the size and complexity of national and world markets and to the mass production which brings products within reach of mass markets, has not, except in rare instances, produced a concentration which limits opportunity for small business. It has not eliminated, but rather helped produce interproduct and interindustry competition which makes the purer competition of the classical economist a masterpiece of unrealistic simplicity no longer descriptive of today's interplay of economic forces. Regulation, as we know it, does not choke competition. It drives it into new channels. If legislation prevents price competition, then service, distribution, or other advantages are developed as each company attempts to increase its share of the market. Because of competition and our devotion to it, we have millions of centers of initiative.

Our initiative, manifested in these centers of free enterprise, has produced under the promptings of competition the productivity, the product diversification, the flexibility which are part of our economic strength. For this reason the public with which each business tries



**James Cope, Vice President, Chrysler Corporation; and General Chairman, PRSA's Sixth Annual Conference Committee.**

to keep in touch is one which may not be taken for granted. The situation once understood today changes tomorrow and the size, the unity, the freedom of opportunity, and the free play of initiative combine in a society with which business must keep constantly in touch.

Given the nature of our economy and of the society which it serves, men whose special interest is public relations must forego the limitations of specialization and undertake to exercise the points of view, abilities, and responsibilities implicit in today's concept of administration. Ideally, in these times and in our social, economic, and political climate, the proper function of a man in public relations is to make himself able to communicate effectively the objectives, policies, and practices of his company to the elusive and complex publics which need to know them. This requires a combination of and an understanding of administration which should always be manifest in the things you do.

#### Administration

Administration, as I define it, is the leadership and accomplishment of work by, through, and with people. It is the purposeful organization of men and things. In business this work is partly the manufacture and sale of products

~~~~~  
 "Your ears must be ringing by now with compliments for what I consider by far the best meeting we've had during the life of our Society. . . . I personally got a lot out of this meeting and am already planning to attend the next one in New York, God willing!"  
 ~~~~~

—J. HANDLY WRIGHT,  
 Selvage, Lee & Chase

and services in competition with other producers of a product which consumers either demand or are persuaded to demand. Administration embraces, therefore, business competence, which enables the executive to balance costs, production efficiencies, product ideas, and marketing skill against the know-how of his competitors within the available markets or those he may create. It embraces, further, the responsibilities for performing these operations in such a way that self-interest serves the public interest. It includes making the community which a company itself comprises a healthy community, satisfying the non-economic as well as economic needs of the individuals who make it up and enabling them to consider their work a way of life as well as a livelihood.

In addition, the balancing of self-interest and public interest follows upon a recognition of responsibilities to the community affected by business operations. As very often happens, these responsibilities conflict. It is the duty of every specialist—in marketing, production, law, industrial relations, or public relations, or accounting or finance—to view his own operations in the light of these conflicts and to help make possible the integration which general management exists to perform. He makes his recommendations in the light of the needs of the company as a whole and the balance which management must achieve among the conflicting responsibilities constantly confronting it.

#### Understanding of the business as a whole

In a sense then, I am recommending that you should assume not only the point of view of the specialist in public relations but of the president or the general manager as well. To be of maximum assistance, you have much to do in pursuit of your specialized functions, as I shall point out in a moment, but of vital importance is your understanding of the policies, objectives, problems of the business as a whole. Your sensitivity to public reaction must not be out of balance and should not exceed your capacity to weigh the total needs of your organization.

The duty of any specialist, in these days of excess specialization, is to make himself an administrator. You know that the job of an administrator is to find in each situation confronting him the most satisfactory integration of conflicting human and social responsibilities

and the most competent solution to the problems of capital, machines, and men which can be responsibly worked out.

What is the course that those in public relations should follow? What activities are appropriate for those who would be full contributors to the formulation and execution of management policy as well as interpreters of that policy? The suggestions I should like to make in answer to these questions touch upon first, professional self-development, second, sponsorship of research, and third, professional dedication to the abilities and ideals which today characterize business leadership.

Self-development means a fuller understanding of our society and the role in it of our business system. The humanities and the social sciences contribute both to the attitudes and values appropriate to a liberally educated man and to specific problems arising in professional practice. It makes sense then for all of us to avail ourselves of these resources and establish personal contact with one or more centers of research and learning.

#### Research needed

But, secondly, we have need to know much more. The task of acquainting oneself with what is already known may appear staggering, but *applying* it accents at once the need for additional knowledge. You and the managements of the companies with which you are associated should concern yourselves directly with the sponsorship of research—particularly in the areas most directly relevant, as it happens, to the duties of public relations men. Our technical research, though it will go forward always to greater discoveries, is well launched both in our universities and in our company research laboratories. The sponsorship of university activities in the sciences and in engineering by industry has been a spectacular chapter in our progress. In the humanities and in the social sciences, where great questions remain unanswered, the record of participation by American business is not yet so striking.

We need research into the strong forces at work in our society. We need, for example, studies of the workings of competition which will help you and all of us understand and make available to the world the nature of this vital process. The nature and impact of competition are not now fully understood. It is sometimes feared by business and the public. Its force is too little recognized as the

“... My only complaint (of the Conference) is that all speakers were so interesting and gave us such good information that at times we were threatened with mental indigestion.”

—J. W. LAWRENCE, Director of PR,  
The Borden Company, Ltd., Toronto

life breath of our economy by our own citizens and some of our businessmen, and realized less well by the other countries of the world which have conducted their economic affairs to avoid its impact. We need to know more about the effect of the restraints upon competition which, though imposed to regulate excesses, may sap its vitality and endanger our progress.

We need also, of course, research in communication. By this I mean not so much the study of the techniques of communication like broadcasting, attitude surveys, opinion polls, and the like, but research into the barriers and gateways to understanding among men. The ineffectiveness of one-way communication has already been established, and the ineffectiveness of our campaigns to take economics and the theory of free enterprise to the public is almost self-evident. What we need is insight into the thinking of the population served by business to get at how we in business must behave in all our dealings with the public to eliminate distrust, suspicion, and the distortions which words alone and publicity releases cannot prevent.

We need also much more research into the actual concrete problems of business, especially those centering upon reconciling management's task to make the profits without which it can discharge none of its responsibilities with those responsibilities themselves. We still need to know much, despite the thousands of clinical studies already

“I just wanted to thank you for inviting the graduate students of Boston University's School of Public Relations to the PRSA Conference. We all enjoyed it so much and felt that we learned a great deal.

As far as I was concerned, it was perfect with one possible exception. There were so many exciting people there that one found it impossible to search out a particular person.”

—BARBARA JO REAM, Graduate Student,  
Boston U. School of PR and  
Communications, Boston

made, about how in business we may organize to accomplish as much in the area of our human and social commitments as we have in what used to be considered “business” operations. Today we know that management is called upon to recognize and discharge responsibilities which are hard to see and even harder to reconcile.

#### Professional dedication

Besides learning as much as possible about what is known and sponsoring inquiry into the unknown, it seems to me, finally, that the public relations man who would qualify as a professional administrator must sense the importance of business leadership. The achievement by the peoples of the world of a decent standard of living is of course a necessary and desirable goal. Without it, we cannot attain the nonmaterial objectives of our kind of society. If the businessman performs his function with a knowledge of what it means to the successful operation of our economy and to the steady extension of a high standard of living, he knows his own stature, and takes pride in it. He knows that a world cannot aspire to spiritual heights so long as it is racked by material want. He sees, if he has the vision, the possibility in his own small sphere of professional dedication to great goals.

And you, finally, like all of us in our own fields, need to know what is known and to help find out what is unknown in your own important specialty. Every profession must build on a foundation of organized knowledge accumulated and used responsibly. You are in a field as new as it is important—so new, in fact, that the body of knowledge that needs to be organized is not yet clear even today. Certainly it is not catalogued as such and available in many colleges or professional schools.

I would like to urge upon you the vital importance of sober, probing, scholarship in your own field. Here also, research is needed, as in the administrative process generally. Only this, in the end, can give breadth and depth and permanence to any art or science. The practiced skills of experience and the quick insights of instinct must be supported by painstaking research over a long period. You need to know intimately the architecture of mass human behavior, and the structure of goodwill and understanding within large groups of people. This, it seems to me, is the special responsibility of those of you

(Continued on page 24)



# Can We Measure Up?

By William G. Werner

Manager, Division of Public Relations  
The Procter & Gamble Company

*(This address was given by William G. Werner, 1953 President of the Public Relations Society of America, at the Annual Luncheon of the Society's Sixth Annual Conference, Detroit, Michigan, Tuesday, November 17, 1953.)*

**T**HIS, YOU MIGHT SAY, is a "selfish" talk—for public relations people, about public relations, by a public relations man.

I shall leave to others the task of pointing out how many of the world's ills could have been prevented had there been competent public relations people around. I shall likewise forego the temptation to tell how many of the current problems of government, business and the professions could have been solved by the application of public relations know-how.

All of these challenges to our group deserve our careful thought; but I shall try instead to talk to you about what I think are the three most important, practical, day-by-day opportunities that are before all of us in our work. They face any public relations man, no matter if he is a counsel, or is in charge of public relations work for a business, an institution, a public cause, or an association—no matter what his job in public relations may be.

Here are these three opportunities as I see them:

*Internally*, to stimulate deeper and more continuous public relations thinking throughout our organization;

*Externally*, to apply the results of that thinking more broadly and more skillfully; and

*Individually*, personally, to serve public relations by making the significance of those two words more widely understood and respected.

If a man would grasp the opportunity to stimulate deeper and more continuous public relations thinking throughout

his organization, he must be a battery that never runs down—he must be an unfailing source of stimulation. So first of all he must have faith: he must believe to the day he dies in public goodwill as the ingredient that is indispensable to the success of his organization—the reason not just for his job, but for everybody's job as well. There can be no tricks in his plain and simple faith in the importance of public understanding.

As you all know, many men and women with responsibilities in public relations have that kind of faith "in their bones." Many of them, in their devotion to the cause of the overriding importance of public understanding, are without question dedicated persons. But just because of that devotion, we see here frequently a tendency—characteristic also of sincere, earnest people in other fields—to become impatient with results.

This causes some, at times (using an old backwoods expression) "to forget which end of the cat you must grab to swing it." This misplaced emphasis on where a public relations man should fit into an organization's operation is what I should like to discuss with you first.

## Importance of organization

The wise public relations man appreciates the paramount importance of his organization: he remembers that his department can only reflect and underline what the institution as a whole is trying to achieve as a goal, in public esteem and understanding. He never forgets that what an organization is, and stands for, always is more important than what it says.

Fine ideals of doing business, of being good neighbors, of responsibilities toward employees, of handling complaints fairly and graciously—from these come acts which are not ordinarily considered by the average man on the

street as parts of a planned public relations program. But they are ingredients which are far more important to an organization's standing with the public than all of the tactical stunts of publicity that "stick out" and create attention as a program.

In our business, for example, how silly it would be for anyone to aspire to build more important goodwill for our company with a clever publicity program than already has been achieved through the simple affection for a certain soap that floats. Or for us to forget that our greatest community relations contribution is in so arranging our affairs that our people have such things as a yearly guarantee of steady work at fair pay, and the opportunity to share in profits, to help them to economic independence in old age.

Now, in any organization, commendable practices of the kind I have mentioned, of course, are not just a product of brilliant public relations techniques—they are the product of policies of the business, set by the management. No sales, advertising, production, buying, service or other department can aspire to such a responsibility—not even a highly skilled public relations department!

## Specialized advice

In setting policy, management seeks many kinds of specialized advice: legal, advertising, financial, research, engineering, medical and so on. Because it is based upon years of training and experience, most of it usually comes high; and proportionate return in dollar value is expected. In the same way, management seeks public relations advice; but



William G. Werner

Public Relations Journal



its value to the organization must undergo the same severe scrutiny. Like that of these other specialists, public relations advice must be valued in terms of results, not good intentions.

In our zeal to be heard, have we perhaps forgotten to listen? Should we in public relations expect management to yield us special homage—to listen open-mouthed to our advice about public understanding and goodwill as though we were the only ones in the organization who knew anything about the subject? After all, a successful business usually stays successful because some people around the place have been keeping their eyes on the public. We in public relations have no monopoly on that kind of thinking and vision, and we must never forget that.

And what about *our* qualifications? Have we worked to train ourselves in our specialty as hard as have the other specialists that management consults? Have we shown by our leadership in public relations local and national activities that we have benefited by contacts with others faced with similar problems? Have we used available skilled counsel or research when necessary to cross-check the accuracy of our conclusions? Have we even drawn on the experience of our associates in other departments of the organization—who also have to do something about the public—before we have come up with our pat answers?

To the extent that the man behind the door lettered "Public Relations" demonstrates to different departments, first in small things and then more importantly, the value of the specialized kinds of help he can supply, his help will be called on more frequently. To the extent that he advises and creates soundly, with an increasingly high batting average, he will gain stature; and to the extent that he gains stature he will find management depending on him for more than craft skills and communications know-how.

### Unexplored opportunity

But let us assume that this man has learned, through experience, just where he fits into his organization's operations; and that he does fully accept the fact that his work must be evaluated in terms of results—not just good intentions. At this point in his career, he has before him what I consider the greatest opportunity to apply public relations thinking, internally, that his skills can encompass. Inside the average organization, I be-



**ADDED STARTER:** As a novel feature at the Annual PR Luncheon, the testimony of Attorney General Herbert Brownell given in the Harry Dexter White case was brought direct from the Washington hearing room by TV closed-circuit wire transmission. Immediately following William G. Werner's address, the broadcast came in on cue on the giant screen (right) loaned by the Ford Motor Company's PR Department which arranged the special event.

lieve, this opportunity remains there relatively unexplored. It presents a most inspiring challenge to management and to public relations people, alike. I am referring to the opportunity to develop an instinctive, "What-about-the-public?" attitude throughout an organization, in department after department:

In a buying department, in the way it builds friends among suppliers even where it can't place orders.

In a sales department, whose management wants the customers to speak of the company as "fine people to deal with."

In a legal department, where, alongside sound law, the constant admonition of the head counsel concerns public opinion.

In an employment department, where unsuccessful applicants are not rejected like light-weight cattle at the stockyards.

In stockholder relations where the shareholder is not by inference told to count her many blessings and be silent.

In a financial department, where a thoughtfully planned policy of contributions to health, education and welfare causes is considered not an inescapable tax on the treasury, but a means of building valuable public goodwill.

In a traffic department, where people

remember that the employees of carriers can be customers and friends of the shipper.

In an adjustment department, where a patron held is considered more important than an argument won.

In correspondence handling that signs letters—even form letters—that breathe warmth, friendliness and understanding.

In a manufacturing department, where employees realize that sloppy shipments, or a disregard for plant-city neighbors, have a direct bearing on a steady flow of orders.

In an advertising department where, beyond the question, "Will it sell goods?", the question is asked, "Will it make friends for the company?"

In executive echelons, where a contribution of time and experience toward leadership in public-interest causes is considered not only a civic responsibility, but also a valuable public relations function.

In a public relations department that is looked upon, not just as a creator of news releases, but as an adviser, suggester, and, with management's guidance, a coordinator of steps the organization takes to guard public understanding and goodwill.

Pursuit of this ideal of instinctive, organization-wide concern for public

opinion obviously calls for, first of all, top-management leadership and encouragement. But in the public relations department it does *not* call for a super-brain, given the right to jump lines of authority, to criticize at will and to "horn in" on jobs plainly delegated to others in the organization. In fact, any thoughtful public relations director always is quick to point out that the most important accomplishments in building goodwill result from activities of departments other than his own.

Neither, on the other hand, does he act like the little girl who returned from Sunday School one morning in tears,

opinion that today is responsible for the high standing of many fine organizations, I doubt if any of them has achieved this ideal of instinctive, organization-wide "what-about-the-public?" thinking. If we want to hit the target, though, we must aim above the mark. The goal, here, is a tempting, inspiring one, fully deserving of the thought and the backing of the head of any organization. Granted we always must look there for leadership for such a program, then surely here is our greatest *internal* opportunity:

To stimulate deeper and more continuous public relations thinking



**AT THE ANNUAL LUNCHEON:** Arthur Cain, London public relations executive, delegate to the Conference from the British Institute of Public Relations, brings greetings to America's PR men and women from overseas colleagues.

heartbroken because some day she was going to be in heaven all alone without the rest of the family. He does not consider himself the goody-goody boy without whom the organization could not continue in high public standing. He does not forget that his role is essentially that of a creative, skilled adviser—not a "director"; for the real "director" of public relations of any worthwhile organization, and the top guardian of its conscience, must always be the head of the business.

#### Status of anonymity

By the very nature of his job, the public relations man's name is never in lights in front of the show—it usually is not even printed in the program. Unless in his plans he is willing to accept and be proud of his status of anonymity, and ready always to put goals of organization public standing above personal notoriety, he is in the wrong job, and most certainly is out of place in the program I am advocating.

Although none of us should minimize for a minute the importance of all of the executive thinking about public

throughout our organization.

Now, about our second great opportunity:

*Externally*, to apply the results of that thinking more broadly and more skillfully.

Here is where what most of us do tends to follow the more commonly accepted role of a public relations job. But that in itself is a good reason for us to stop and think a moment. Here is where "most accepted" easily becomes a traditional loyalty to petrified opinion; where "tried and tested" tends to develop merely a robot-like routine; where opportunities to contribute in new ways—with new horizons of service, interest and importance—often remain unexplored.

#### Breadth of PR target

I once discussed this subject with the head of a food canning business who had no public relations department. He conceived of the work only as his personal inconvenience of having to answer questions of persistent reporters. He really thought that he had only one

public to worry about—the housewives who bought his jams and jellies. When I pointed out to him that I could count on the fingers of my hands—and run out of fingers—the publics his business should be concerned with—ranging from teachers and preachers to stockholders and the families of employees—he seemed surprised at the breadth of his public relations target.

#### Limitation of outlook

This man, you will agree, certainly had a very limited idea of what a capable public relations man could be doing for his organization. Yet does not a similar limitation of outlook also prevent many public relations people from serving their organizations more fully and effectively? Despite books and papers, seminars and countless examples that tell of the importance of putting an "s" on the end of that word "public," do we not all, at times, somehow continue to fog our concept of the people we should reach into a hazy, undefined group that we loosely refer to as "the public?" To my mind, right here—in the constant, habitual way he thinks not of "the public" but of clearly defined "publics"—is one of the characteristics which most surely marks the difference between an opportunistic publicist and a real public relations man.

#### Saw only one side

Still another trait of my friend, the food manufacturer, was his lack of appreciation of the importance of looking at the organization through the other fellow's spectacles. As nearly as I could determine, his decisions concerning people in general involved only questions about his products—and even then his decisions were one-sided: made to suit what he referred to as "reports from the field." When his star salesman or leading jobber told him his jelly was too thick or his catsup was too red, he changed the next batch to suit them. The idea of even a rudimentary public opinion study concerning his products—let alone his policies—apparently never worried him.

I am sure you all know that this man's failure to appreciate the importance of studying the public from both sides of the street is not unusual. In fact, we see it time and again in advertising, marketing and public attitude surveys, in which the report bases its conclu-

(Continued on page 32)

## CONFERENCE CLOSEUPS...



Detroiters Howard E. Hallas, Associate Director of PR, Nash-Kelvinator Corp., and William A. Durbin, Director of PR, Burroughs Corp.



Manly S. Mumford, Regional Director of PR, The Borden Co., and Lloyd H. Geil, Dir. of PR, National Dairy Council, both of Chicago.



Mrs. Ed Lipscomb, Memphis; Mrs. James P. Selvage, New York; and Mrs. J. Handly Wright, St. Louis.



Melva A. Chesrown, Vice President, Eldean-Bugli-Chesrown, Inc., New York, and Emery N. Cleaves, Vice President in Charge of PR, Celanese Corporation of America, New York.



John D. Welsh, PR Dept., Canadian Industries, Ltd., Montreal, and Swayne P. Goodenough, Vice President, Lincoln Rochester Trust Co., Rochester, N. Y.



Ayres Compton, President, Ayres Compton Associates, Inc., Dallas, and George Kirksey, President, George Kirksey & Associates, Houston.



Peter W. Hoguet, Facts Forum, Inc., New York, and Ovid R. Davis, Asst. to Vice President in Charge of PR, The Coca-Cola Co., Atlanta.



Mrs. George M. Crowson, Chicago, and Mrs. Frederick Bowes, Jr., Stamford, Conn.



Dan J. Forrestal, Asst. Director of Advertising and PR, Monsanto Chemical Co., St. Louis, and Edwin R. Leibert, PR Director, Health Information Foundation, New York.

Willcox B. Adsit, Mgr. N. Y. Office of PR Dept., General Motors Corp., and Franklin Waltman, Dir. of PR, Sun Oil Co., Philadelphia.

Robert L. Bliss, Executive Vice President, PRSA, New York, and Reginald Clough, Publisher, Tide, New York.

Philadelphians William W. Weston, Asst. Director of PR, Sun Oil Co.; Robert G. Wilder, PR Director, Lewis & Gilman, Inc.; and Glee A. Duff, Mgr. of PR, Scott Paper Co., (Chester).





# How PR can expand its services to management

*A report on the Tuesday afternoon general session of the Conference*

**T**HREE MAIN LINES of thought were developed by two panels at the Tuesday afternoon general session discussion on "How Public Relations Can Expand Its Services To Management." Principal conclusions reached by the speakers' panel were:

John L. Fleming, Asst. Director of PR, Aluminum Co. of America:

Before selecting a new PR employee, be sure you know what he or she is to do, and for whom.

Franklyn Waltman, Director of PR, Sun Oil Co.:

Research in the physical sciences has been the main reason for the technological progress of industry; research in the social sciences will point the way to public relations progress and expanded service to management.

Ward B. Stevenson, Director of PR, Pillsbury Mills, Inc.:

If the PR practitioner will take off his coat and become personally concerned with the real problems of the

business, his main problem will be to find enough time and enough hands to do all the things he will be called upon to do.

Charles F. Moore, Jr., Director of PR, Ford Motor Co., who presided over the session, had not one, but two, panels on stage. Members of the speakers' panel sparked their roles in "What's My Line?" style when they paraded before the second panel—that of the questioners.

Members of the panel of questioners were:

Frederick L. Black, Director of PR, Nash-Kelvinator Corp.

Greta W. Murphy, PR Director, Milwaukee School of Engineering.

James M. Patterson, Asst. Director of PR, Standard Oil Co. (Indiana).

Horace Renegar, Director of PR, Tulane University.

"Now, it seems to me fairly obvious that whatever public relations activities a given group wishes to indulge in," Mr. Fleming said in leading off, "it

must gather unto itself members who are well qualified to perform certain duties by virtue of their personal characteristics, education, and previous business experience. These personal qualifications must be related to the nature and character of the management organization the individuals concerned must deal with. . . .

"Our public relations department is headed by a vice president. There follows an assistant director of PR, and under him, some seven specific sections.

"The duties involved in these seven sections vary greatly, and we have attempted to give our management the greatest amount of service by staffing the organization with people whose backgrounds and experiences and personal characteristics are directly related to the type of work they must perform. We also give considerable thought to the type of management personnel that they must deal with.

"They are not graduates of a college school of journalism. At first glance, some would appear not to belong in the public relations department, but their duties and their experience combine to produce what we feel are effective results. . . .

"These are the points I would make: Select public relations personnel with an eye to the individual's experience and ability, but with the other eye on a specific type of work you will ask him to perform. If care is exercised and a good selection made, and the proper responsibilities assigned to the right people, the public relations organization will expand its usefulness to management and eventually contribute personnel to management.

## Selection of assistant

Mr. Fleming answered affirmatively this question from Miss Murphy. In organizations where the assistant public relations manager is in fact its functional administrator, and the department head a vice president, is the latter likely to be selected more for his aptitude for management than for his skills in communications?

In response to another question from Miss Murphy, Mr. Fleming said that as a rule the Alcoa PR department is represented at the top policy-making level.

Mr. Black observed that a larger department can pinpoint its selection of new public relations people with greater facility than a smaller depart-



**DISCUSSION LEADERS:** John L. Fleming, Asst. Director of PR, Aluminum Company of America; Franklyn Waltman, Director of PR, Sun Oil Company; and Ward B. Stevenson, Director of PR, Pillsbury Mills, Inc.



ment where greater versatility is demanded.

Mr. Patterson asked what could be done to broaden the experience of specialists within public relations. Mr. Fleming said that at Alcoa a practice of rotating people is followed where practicable. Younger staff members are sent along as observers on some assignments. In addition, efforts are made to give them opportunities for contacts with members of management.

#### Research standpoint

Like Mr. Fleming, Mr. Waltman illustrated his points with examples from his own department. He examined the subject from the standpoint of research.

"All public relations activities should be buttressed on factual foundations," Mr. Waltman said. "Despite what some of our critics may say, you undoubtedly hold that to be an elementary truth, hardly meriting repetition. . . .

"Yet we must admit that even the best of us in our short-run activities frequently give advice, pass judgment and launch courses of action in a given situation without getting all the facts available.

"Admittedly our dereliction usually is due to the pressure of urgent events. . . . But that approach, unfortunately, sometimes becomes a habit and can be carried over to our long-run or more important problems."

To make sure that fact-finding played a greater role in public relations at Sun Oil Company, a research division of the public relations department was established on a level and of an importance ranking with other divisions, Mr. Waltman said.

"Sun's public relations department needs research for four general purposes: (1) counseling with management, (2) planning programs of action, (3) effective execution of programs, and (4) evaluation of effort.

In addition to contributing to the planning, execution and evaluation of the work of other divisions of the department, the research division carries on continuing activities that are of service not only to the public relations department but to other departments in the company. These activities include daily and weekly reports on what the press, radio and TV are saying about the company, the oil industry and business generally; library service under the direction of a professional librarian; and the handling of inquiries, some from management, some from

company operating personnel, and many from outside the company.

As an example of the assistance given to other divisions of Sun's PR department, Mr. Waltman cited the work of the research division with the Opinion Research Corporation of Princeton, N. J., in conducting a current series of readership studies on company publications.

Mr. Renegar asked how Sun's PR department decides what to do research on. Mr. Waltman said the decision is made by management—through the nature of the management needs that arise.

Miss Murphy asked: "Should public relations people deal in facts only?"

"Public relations people should deal only in factual information," said Mr. Waltman, "but it often must be couched in terms and expressed in frames of reference which draw forth deep emotional responses."

#### Climate of communication

Mr. Stevenson, who approached the subject from the standpoint of communication, did not focus on methods of communication, but upon what he described as climate of communication.

"One concept that is basic to public relations communication with management is that a corporation is an organism, and not a mechanism," Mr. Stevenson said.

"A corporation is an organism. If you eliminate one department, its functions are almost automatically taken up by other departments. . . . If someone in your organization is ill, the others



CHARLES F. MOORE, JR., Director of Public Relations, Ford Motor Company, presided at the Tuesday afternoon general session.

step in and take over his work until he returns. Two corporations merge to form a single institution greater than the sum of the first two parts. A corporation is composed of human parts, and it is internally related.

"With this concept of management organization as a background, certain suggestions to the public relations practitioner will enable him to communicate with and serve management better.

"The public relations man must be in the blood stream of the organization. He must understand the pressures with which it is struggling and its problems and aspirations. He should be able to appraise these situations in realistic terms and adjust his own plans accordingly."

(Continued on page 35)



THE PANEL: Greta W. Murphy, PR Director, Milwaukee School of Engineering; Frederick L. Black, Director of PR, Nash-Kelvinator Corp.; James M. Patterson, Asst. Director of PR, Standard Oil Co. (Indiana); and Horace Renegar, Director of PR, Tulane University.

# Avenues through which PR can realize its opportunities

(At the Wednesday morning general session, four speakers discussed various avenues through which public relations can realize its opportunities. Excerpts from all four addresses are given below. James H. Cobb, Vice President of Public Relations and Advertising, Delta-C&S Air Lines, Atlanta, Georgia, presided at the session.)

## Through Economic Education of Employees

By Edgar S. Bowerfind, Director of Public Relations, Republic Steel Corporation, Cleveland

**P**UBLIC RELATIONS people too often aim at distant targets, at the big publics, without realizing that in our

employees we have an extremely important public right in our own back yards. The job of economic education for employees can't be done by big companies alone. While programs needn't necessarily be very extensive, nor even very formal, all companies, large and small, should do something.

A sound economic education program must do these things:

1. Provide a framework within which economic data can be dealt with on a factual rather than an emotional basis.
2. Increase knowledge about our economic system and the role our companies play in it.
3. Develop an appreciation of the

values, benefits and rewards of our economic system to the individual.

4. Increase confidence in the economic system and the company.
5. Encourage changes in opinions, which reflect themselves in attitudes both on and off the job.

Republic Steel started its economic education program for employees four years ago, working jointly with the University of Chicago. A review committee of top executives was set up to examine the material to be used in teaching.

Republic uses the discussion method in the belief that you can't preach to employees. Material must be educationally sound so the men can reach their own conclusions. It's well to remember, too, that you can't make economics overly simplified. If you try to talk down to employees, they'll know it and resent it.

We have trained our own employees as instructors. Classes are limited to 25 persons, with 17 sessions of an hour and a half each. Progress is checked regularly by means of questionnaires.

Results have been excellent. Recent tests have shown that those who took the course two years ago have a better grasp of the material than those who just finished it, proving that the course has opened up new fields of interest. • •

## Through Financial Public Relations Activities

By Emery N. Cleaves, Vice President in Charge of Public Relations, Celanese Corporation of America, New York

**S**OUND STOCKHOLDER RELATIONS programs should be concerned only with the long term. Programs geared to short-term objectives are actually dishonest and destined to cause trouble, since no effort along this line can be justified unless the company is sound and capable of staying in business profitably for many years.

A fundamental long-range objective of financial public relations is to facilitate financial support for a company's growth and to create an atmosphere favorable to the orderly conduct of financial operations at fair rates.

Public relations practitioners don't have too much trouble with theoretical criticism of a stockholder relations program. It's the practical application which produces the troubles. For example, the annual meeting of shareholders is universally accepted as one



James H. Cobb, Vice President of PR and Advertising, Delta C&S Airlines, (left), who presided at the session, and Edgar S. Bowerfind, Director of PR, Republic Steel Corporation, program participant.



Participants (l. to r.): Emery N. Cleaves, Vice President in Charge of PR, Celanese Corp. of America; Ray R. Eppert, Executive Vice President, Burroughs Corp.; and Lyne Poole, Director of PR, Johns Hopkins University.

of the best tools with which to create and retain favorable stockholder opinion.

In recent years, therefore, many companies have made and continue to make a sincere effort to democratize the annual meeting. Today, the large company that finds attendance at its annual meeting limited to a few lawyers and two or three representatives of financial interests is rare indeed. Most companies have leaned over backwards in their effort to induce individual shareholders to take enough interest in their investment to attend the annual meeting. In many cases, however, the results are the antithesis of the objectives.

I think the annual report should urge, in a dignified manner, that stockholders purchase, use, or recommend use of the company's products. Not for a minute should we forget that one of the objectives of public relations practice is to attract favorable attention to the company's products, as well as to the company itself, and this can be carried out in the annual report and other media.

Both benefits and pitfalls are inevitable consequences of an active stockholder relations program. Sometimes the disadvantages seem so serious that one may be justified in wondering whether the bad results may possibly outweigh the good. However, I am convinced that on balance a well organized, long-range financial public relations program is of incalculable value to a company. • •

### Through Public Service

By Ray R. Eppert, Executive Vice President,  
Burroughs Corporation, Detroit

USING Detroit's 1953 United Foundation Torch Drive as a case history, the speaker said that one of its great benefits was the community's awakening to the moral and spiritual values of such a campaign. The drive was a major factor in improving employee relations for many Detroit companies, since it brought management and labor together in an atmosphere of goodwill and enthusiasm on a matter in which they were in complete accord.

Public relations people are becoming guiding lights in such public service activities as this campaign. Public relations itself is undergoing a transformation along these lines, and the growing development of the corporation as a

social institution augurs well for the future.

I firmly believe that today's executive must be a public relations man. Managements everywhere are looking more and more to their public relations departments for guidance on what's going on outside their immediate organizations.

In our Torch Drive we received 100 percent cooperation from all local channels of communication—newspapers, radio, television, etc. Public relations and advertising departments of Detroit's major companies and industries participated fully. Two hundred industrial employee publications printed stories about the drive. Newspaper coverage was close to saturation. All segments of the community mobilized to help get the job done, so that we were able to use 95 cents out of every dollar contributed for actual service to the community. • •

### Through Better News Relations

By Lynn Poole, Director of Public Relations,  
The Johns Hopkins University, Baltimore

TELEVISION has a great potential as a news outlet. A rapidly growing number of TV programs, local, regional and national, are available for your company news. You'll find that virtually every news story can be presented visually and dramatically if enough thought and imagination are devoted to it.

Wherever possible, familiar objects should be used to dramatize news for television purposes—objects with which the viewer can readily identify himself. The factors of suspense, drama and humor can be used to heighten interest and get your points across forcefully.

The visual demonstration for television, usually prepared by the company or organization itself rather than the station, is an infinitely more effective means of presenting your news on TV than merely handing out a news release to the station.

One thing about which extreme care must be taken in a television news presentation is not to distort a single fact, but to hew to truth and accuracy in every respect. (Mr. Poole used dramatic chemical experiments to illustrate his points to the audience—Editor) • •

(The above report on the "Opportunities" session was made by William W. Cook, Account Manager, Pendray & Company, New York.)



## "No" she cried!

• No what? No stamps! Used 'em all up last night, and she hasn't had a chance to get to the postoffice yet. Second time it's happened this month. The boss is as sore as a boiled—sore boss! Had two URGENT letters he wanted to make the noon plane... His fault, really. This no-stamp rhubarb gets the raus when you have a DM!

• The DM is the desk-model postage meter, little larger than your phone. Can be set for as much postage as you want to buy...protected from loss, damage, theft...and automatically accounted for!

• It prints postage for any kind of mail, as you need it...right on the envelope with a dated postmark—and your own small advertisement, if you like...Even handles parcel post. And has a moistener for sealing envelopes...A great convenience in any office, any time.

• There's a model for every office, large or small. Ask our nearest office to show you...or send the coupon for free booklet.

FREE: Handy wall chart of Postal Rates for all classes of mail, and parcel post map showing zones for any locality.



## PITNEY-BOWES Postage Meter

Offices in 93 cities  
in U.S. and Canada.



PITNEY-BOWES, Inc.  
5216 Pacific St., Stamford, Conn.

Please send free ☐ booklet, ☐ wall chart to:

Name \_\_\_\_\_  
Firm \_\_\_\_\_  
Address \_\_\_\_\_



# Business at bat—in Washington and on Main Street

By Erwin D. Canham

Editor  
*Christian Science Monitor*

**I**T IS SELF-EVIDENT that we are going through an altogether crucial testing time within the American political and economic communities.

The test, of course, is whether American business leadership uses wisely, with social responsibility and balance, its present opportunity to prove to Americans and to the world that they can solve their problems better in a free economic system than in any other. The crisis is now, and the opportunity may be briefer than we think.

By "free economic system" I mean a balanced economic system. Not a system where economic power rests inordinately in the hands of business, but where power is in reasonable and dynamic equilibrium, which of course involves an ebb and flow. Power is not balanced when government exercises any more than the indispensably necessary controls to prevent abuse or takes action to facilitate social gains otherwise unattainable. Power is not balanced when business leadership, or the leadership of labor unions, or the heads of farm organizations, or the spokesmen of special interest of any sort, from sugar beets to silver, from briar pipes to cotton textiles, are able to dictate or maneuver against the conviction and interest of the majority.

Business will succeed in its present opportunities just to the extent that it senses the national interest and acts in response to it. The needs of the people and their society must be met. If they cannot be met by private voluntary activity, they will be met by governmental action of some sort. The acceptance and fulfillment of social responsibility has become the price of survival.

Despite all appearances, business is not "at bat" in Washington or on Main Street in the sense that business has

seized control either of the federal government or of opinion in Main Street. It isn't as simple as that.

The present federal government, and to some extent the people out where the work is done and the decisive balance of public opinion dwells, have temporarily admitted business as a partner in the team. People in private life, and people in government, have something of a new attitude—a new respect—toward the achievements of business and the acceptance of responsibility by business. But the Eisenhower administration is a businessman's administration only to a limited degree. The President is not a businessman, some of his closest advisers are not businessmen, and the decisive leadership in Congress is not made up of businessmen. Nor should it be, any more than power should be in the hands of labor, or farmers, or atomic scientists. To be safe, power must be balanced. And to my way of thinking, the present administration is more nearly a balanced administration than it is a businessman's administration. It is not perfectly balanced. Let us not be naive. It may go to excesses in the direction of private economic power just as the last administration went to excesses on behalf of governmental economic power. Both should be curbed short of the point of abuse. There have been and are times when they are not so curbed. But this administration is more nearly balanced than has been any administration for not just 20 years, but for some 32 years.

Business isn't and mustn't be anything like the whole team. For business problems and experience are different from political problems and experience.

Some businessmen are good politicians, or can learn to be. President Eisenhower is an instinctively talented

politician, largely because he has a deep and genuine respect for his fellowmen and a confidence in integrity. Maybe his confidence is too great; maybe he needs to know that, regrettably, there are still rascals in this world. Perhaps he is finding that out fast. All the same, he seems to see that within the evident rascal, there is always God's man, worthy of respect and, indeed, of love. Which does not violate the scriptural injunction to be wise as the serpent.

## Experienced politician

But the experienced politician is a highly skilled and intuitive professional. We must admire his talents. A politician is not the same thing as an administrator, or an executive, or a salesman, or even a public relations man. And still less an editor. He deals in intangibles, most of them relating to the human personality—individual and collective. Some politicians are rascals, just as some businessmen and some editors are rascals. But most politicians are shrewd, skillful, and constructive. They vary as widely as John Nance Garner and Thomas E. Dewey. And if there is one thing we have learned—or ought to have learned—it is that political talents are absolutely necessary in government and must be liberally applied. There are scarcely enough skilled professional politicians in the present administration. While nearly all Congressmen are politicians, few of them have the breadth of talent of the late Senator Taft, the vigor, clarity, and integrity necessary to help formulate and carry an administration's program to legislative success. The administration needs not more busi-



Erwin D. Canham



nessmen in government but better politicians.

And I come back to the problem of balance. The whole concept of freedom in government, in the deepest American political sense, is based upon balance of powers. We have divided executive from legislative power, and judicial from both. We have separated federal from state power, and we even have municipal and county power—sometimes overlapping redundantly. If political power should be balanced, as we know in political theory it must, so should economic power as well.

#### Economic power

My thesis today is that we are reaching more balanced economic power, short range and long range, in the United States than ever before. My thesis is that this situation has produced a measurably new economic system in the United States, that this fact is meaningful to the entire world.

In the deeper sense, therefore, business at bat means the new opportunities facing Americans to understand the significance of what has happened, to communicate this significance to themselves and others, to awaken to the new frontiers we are crossing—and to the great and portentous frontiers we can cross as something of this great experience becomes known to people elsewhere.

I am not saying, of course, that America should embark upon cultural or economic imperialism, which would be fatally self-defeating. I am saying that our experiment here is the true liberating, revolutionizing force in modern history, that it should lift the hearts and minds of men everywhere as a vision of opportunity, that it should sweep communism—or any other totalitarianism—into the ideological limbo of false nonsense. And so let us take time today to examine the nature of the American economic system in concrete terms. This is the sort of thing, I believe, we ourselves should understand and communicate to others.

First, what has the American economic system achieved?

**1. A prodigious volume of production.** The United States has but 6 percent of the world's population and land area, but it produces from 40 percent to 50 percent of the world's goods. Production has increased 30 times between 1850 and 1950 while the labor force

grew less than nine times. Many Europeans and Asians profess to find this vast stream of production spiritually barren and, indeed, a source of danger. They are right insofar as Americans make a deity of material production and goods. But how many of them really do so? There is nothing spiritually degrading in a pair of shoes. Production can be one means of proving man's God-given capacity to control and improve his material environment—rising above it. But we must make spiritual use of values achieved from our greater mastery of the material elements. We must realize, in the fullest rational sense, that "God giveth the increase."

#### 2. Shortest working hours in the world.

In 1850, the average in American industry was 70 hours a week. Today it is about 40. And again interpretations must be added: there is nothing either evil or undesirable in hard work, and we have not yet adequately learned how to use the new leisure. But it is important to ease the grinding burden of toil—the 70 hours, six or seven days a week—and it is valuable to give man the opportunity to live a richer and more varied life. But we must not forget to place real value in work—hard work. Challenge is a spiritual imperative, and adversity—short of the breaking point—is the ladder up which men climb. We must keep our economic society lean and vigorous, competitive, restless, unsatisfied.

**3. Productivity: constant increase in output per man-hour.** This is different from and almost more important than mere volume of production. And productivity per man-hour has increased sixfold since 1850. In the past three or four years it has gone ahead at a greater rate of increase than ever. Economists and labor leaders used to speak of speed-up and the "degradation" of labor. But employers now have found out that labor must be a willing and eager partner if really high production is to be achieved. Technical conditions of work on the assembly line have been greatly

improved. Problems remain, but by and large you hear less today of "the deadly monotony of work." Wise employers help their labor force to understand their jobs, to take an interest in them, to think about them. Thus productivity—and rewards—increase.

**4. Greatest capital plant in history.** Our capital plant, both public and private, is of staggering proportions. And it is not all visible. How much, for instance, does our great highway system add to the productivity of American industry? How much does a new superhighway around Boston add to the economic value of enterprises all up and down the Atlantic coast? After an immense expansion of capital plant during World War II, we have continued its enlargement at an unprecedented and wholly unexpected rate. In 1950 we built 28 billion dollars' worth of new construction; in 1951, 30 billions. These vast additions have kept our economy far ahead.

**5. Highest incomes, most widely diffused, in world.** Money is an easily misunderstood measuring stick. But it represents, in part, man's rise above serfdom. To some degree it stands for social justice. It signifies man's capacity to meet his needs more adequately, to provide for the weak and helpless, to open doors to fuller living, greater cultural and humane values. Real wages in the United States are some ten times as great as those in the Soviet Union. In 1840, nonagricultural wages in the United States were about eight cents an hour; now factory wages average \$1.64 an hour—20 times as much. Allowing for increases in the cost of living, the actual purchasing power of wages is four or five times as much today as in 1840. The accompanying table shows the number of hours a man must work today, compared with the total in 1914, in order to meet his family's needs. Poverty in the United States is not yet abolished, but it is rapidly being reduced. The average income of the poorest one-third of American families and single individuals in the fiscal year of 1935-36 was \$470, or \$820 in terms of 1950 prices. The dividing line from the upper two-thirds was \$780, or \$1,360 in terms of 1950 prices. In 1950, the average income of the poorest third had risen about \$1,250 and the dividing line from the upper two-thirds was about \$2,100. In contrast, wealthy people's share in the national income had been drastically

(Continued on page 25)

**IF YOU'D LIKE EXTRA COPIES . .**  
Copies of Mr. Canham's address are available in booklet form from **PUBLIC RELATIONS JOURNAL**, 2 West 46th Street, New York City 36, at cost. \$.06 each. Quantities over 100, \$.50 per hundred.



**PRSA'S 1954 OFFICERS:** Elected to lead the nation's organization of PR men and women for the coming year, are: Russell Wilks, Director of PR, U. S. Rubber Company, New York, Chairman of the Executive Committee; Frederick Bowes, Jr., Director of PR and Advertising, Pitney-Bowes, Inc., Stamford, Conn., President; Robert L. Bliss, New York, Executive Vice President; James H. Cobb, Vice President of PR and Advertising, Delta C&S Air Lines, Atlanta, Secretary; William A. Durbin, Director of PR, Burroughs Corporation, Detroit, Treasurer; and George M. Crowson, Assistant to the President, Illinois Central Railroad, Chicago, Vice President.



**BOARD OF DIRECTORS:** PRSA's largest Board of Directors meeting was held in the Sheraton-Cadillac's Crystal Ballroom November 16 when the 1953 governing body invited 1954 board members-elect to attend the sessions as guests. The combined groups totalled 72.

**FREDERICK BOWES, JR.,** center, as spokesman for the retiring 1953 PRSA Board of Directors, presented President William G. Werner with a silver Revere bowl, as a personal commemorative token given by the members of the national governing body. Presentation was made at the Annual Dinner.



## DETROIT Note Book...

PR people came from all over America—840 strong. 30 states and U. S. territories were represented, plus a large delegation from Canada, and a representative sent by the British Institute of PR, from London. Three colleges sent groups of PR students, who were guests of the Conference sessions. Registration was open to all persons with a PR interest, whether or not they were members of the sponsoring organization, the Public Relations Society of America.

Wives and families of conference attendants had an opportunity to visit the Ford Rotunda and tour Greenfield Village and the Ford Museum as Ford guests. The Detroit Chapter outhosted themselves with some special events planned as a program-filler whenever the Conference was not in session. The Hospitality Desk was a focal point for visitors, with Boy Scouts serving as messengers, speeding information on the Conference floor.

Jam Handy's superior "mounting" of the conference included timing of all events to the minute. Professional staging, lighting and musical effects spelled the difference between a meeting and a memorable event. And General Motors' decorations of the Conference hall topped off a distinctive background for the public relations highlight of the year.

Ford Motor Company's PR Department pulled a coup when they organized, cleared and set up a direct wire closed-circuit TV transmission of Attorney General Herbert Brownell's testimony in the Harry Dexter White case, from the hearing room in Washington to the Tuesday conference luncheon session. Good planning under Ford's PR Director Charles Moore's aegis saw Mr. Brownell appear on the giant screen at 2:32 P.M., after PRSA President William G. Werner had finished his address at 2:31 P.M. These spectacular

arrangements were produced within a five-hour work schedule in a "first attempt of its kind."

G. Edward Pendray, New York consultant who has served as Editor of the *PUBLIC RELATIONS JOURNAL* for the past three years, was honored by the PRSA Board of Directors on November 16, when he was presented with an illuminated scroll bearing a resolution from the Society's governing body. It commended his devotion to duty and his great contributions to the PR craft through his work on the publication, and appointed him to fill a newly-created position of honor as Editorial Consultant.

Conference attendants were amused to hear the voice of Marilyn Monroe come over the P. A. system during the Wednesday luncheon when the chairman introduced her to make an announcement. Her voice, tape-recorded in Hollywood by the 1955 Annual Conference Committee of the Southern California Chapter (Los Angeles), pointed out the attractions on the West Coast for the Eighth national fixture there. As Miss Monroe spoke she turned the pages of a *PUBLIC RELATIONS JOURNAL*, commenting on the qualities of some of the male members of the Society, for the humorous edification of the listeners.

All Detroit Conference visitors and their families were the guests at reception and dinner, Tuesday evening, November 17, when the automobile manufacturers presented a dramatic production "Explosion in Parlor B," a public relations study of the problem of good roads development in rural and urban planning. The show was developed by the Jam Handy Organization and used the technique of a courtroom trial to put across the points involved in American road growth and the resultant traffic and distribution problems.

One of the best measurements of a good meeting is the corridor chatter between sessions. No matter where one looked there were knots and groups comparing notes, swapping ideas, explaining projects.

January, 1954

DETROIT PUBLIC LIBRARY



**COURTROOM SCENE** from "Explosion in Parlor B," a dramatic show developing the theme of better road planning and modern transportation, which was specially prepared and professionally presented November 17. The vehicle was part of an evening's dinner and entertainment program provided all conference attendants as guests of Detroit automobile manufacturers.



**THE CONFERENCE PRESS ROOM** was organized by Anthony G. DeLorenzo of General Motors Corporation's PR Department, assisted by PR volunteers from other Detroit organizations: Shown (left) George Bick, *Detroit News*, a guest, leaving press headquarters with "staffers" Robert C. Boelio, Nash-Kelvinator Corp., Robert S. Johanson, General Motors, and John A. Conde, also of the Nash organization.

**LONG LIST**—Frederick Bowes, Jr., (seated left) PRSA President-elect scans the 25-foot list of registrants at the Sixth National Conference, with 1953 President, William G. Werner (left). Looking over their shoulders are Carl Reinke, Manager, PR Department, Canadian Industries, Ltd., Montreal, Canada, and William E. Austin, Assistant to the President, Brading Breweries Limited, Toronto, Canada. 840 people came from 30 states, Canada and England.





# How to develop and administer a contributions policy

*A report on the Wednesday afternoon "Contributions Policy session" in which business philanthropy was discussed from both the "giving" and "asking" angle*

**J.** HANDLY WRIGHT, Midwest Partner, Selva, Lee & Chase, presided at the Wednesday afternoon "Contributions Policy session" of the Conference. Speakers were: William E. Austin, Assistant to the President, Brading Breweries Limited, Toronto, Canada; John E. Fields, Vice President in Charge of Development, University of Southern California; and Dale Cox, Director of Public Relations, International Harvester Company, Chicago.

Three approaches to the problem of corporate giving were outlined. Mr. Austin based his recommendations on his seven months' experience with the Committee on Corporate Giving in Canada. Loaned by his own company to the Committee, he was active in the preparation of a study of 878 Canadian corporations, which was supplemented by material from American and British sources. Mr. Fields reflected the thinking of recipients of corporate giving in the educational field, and Mr. Cox the viewpoint of a corporation which had developed a working philosophy governing its contributions.

## Trends in contributions policy

A written policy governing corporate contributions is necessary to increase the efficiency of the charity dollar, according to William E. Austin. It is the only logical approach to enable a company, which is determined to be a good citizen, to play the part it wants in the welfare of the people. And it can solve three big questions confronting the company as it considers a contribution to a charitable organization:

1. Why should the company support a specific program?
2. How much should it give to a campaign to play its fair part in community life?

3. Which of the many campaigns should receive a check when others will have to be refused?

Mr. Austin worked seven months, full time, on the volunteer committee on corporate giving in Canada. The committee conducted a survey among 878 Canadian corporations, and supplemented it with considerable material from the United States and Britain.

The survey revealed that:

Among smaller companies, only one in ten provides for contributions as a budget item.

Among larger corporations, one in four has a budget.

About one-third of the corporations permit some payroll deductions for employee contributions.

About one-half permit employee solicitation for selected charitable campaigns.

In 83 percent of the companies a president or senior officer makes the decision; in five percent of the corporations, decisions are reached by group effort.

Approximately one-half of the companies check on the validity and merit of certain of the appeals. (The speaker listed two sources for help and data on this point: Better Business Bureau and National Information Bureau, New York, N. Y.)

Six out of ten corporations favor a "United Fund" principle.

On the basis of his experience on both the "giving" and "asking" side, Austin said there are indications that:

1. Corporations are taking increasing leadership in financing charitable endeavors.
2. Executives appreciate that if they shirk the responsibility to supply

such funds, government in one form or another will assume the sponsoring role. If this were the case, the speaker contended, the result would be increased tax bills, political interference and bureaucratic administration of welfare services.

3. Businessmen believe that the voluntary method of fund-raising results in greater democratic participation and control—as well as more services per dollar to the ultimate beneficiaries.
4. Corporate contributions to charitable causes ultimately stimulate greater productivity, higher living standards, economic well-being and prosperity.
5. The extent and manner of supported charitable organizations should be determined individually by each corporation.

Mr. Austin reported a trend, led by foresighted executives who are pondering the problems of corporate giving. He indicated that the thinking has progressed to the point of identifying the questions a company must consider and answer. The answers to these questions can form a written policy to suit a particular company's needs:

"Should a budget be set up? If so, how should it be determined? Should it be based on a percentage of profit; a percentage of sales; by the size of the payroll; by a combination of payroll and profit; or by some other calculation that will bring about the desired result?"

"What about special cases not provided for in the budget but obviously urgent and of great need—like widespread floods, a town wiped out by fire, or any major catastrophe that can't be foreseen?"

"Who should decide on gifts to be made or appeals to be rejected? Should a single officer of the company assume this responsibility; the board of directors; a contribution committee? Or should a scale of gifts be set up so action can be taken by different levels of authority?"

"What about subsidiaries or branch offices?"

"How should pressure on officers and directors be handled?"

"What specific information should an organization be required to provide, to enable its consideration for a donation?"

"How will a donations policy affect



the company's industrial relations? What is the point of view of the union? What about canvassing employees? Should the company allow payroll deductions?

"Should executives or employees participate in campaigns on company time? Should company space or facilities be provided for campaigns?"

"What about intensified federation of campaigns to reduce the number of appeals? Does it serve the company's purpose better to issue many checks to many organizations?"

"How will a policy affect the various publics of the company—customers, shareholders, employees, suppliers, competitors, industry, government relations, community relations and the general public?"

### The needs for independent education

"With the aid of business and industry, colleges and universities can flourish afresh and blossom with new benefits to the kind of life we cherish," was the message of John E. Fields.

He said that the biggest problem was not whether or not business and industry should give for education but *how* they should give, and *what* kind of giving is best. Information on the subject is available from either of two sources: professional, independent counselors on college finance or a study of programs of companies which are already engaged in contributions to colleges.

Fields outlined methods of giving which are open to companies:

1. Community Chest type of organization which will undertake the responsibility of distributing the monies. However, a substantial number of corporate executives are opposed to "group plan" giving because: a.) "it deprives the company of public relations values since the corporation gift loses its identity in the pooled funds, and b.) the distribution of pooled funds fails to take into consideration individual quality and merit, but blankets in all types of institutions on a blindly equal basis which is contrary to the competitive aspects of American enterprise.
2. The industry-wide foundation.
3. Incorporated associations of liberal arts colleges within geographical areas. This technique makes it possible for giving support to small

---

"In my book you hung up a new record in planning and putting on the Conference in Detroit, and I simply want to register this personal expression of appreciation for it. It was a great job.

—ED LIPSCOMB, Director of PR,  
National Cotton Council of America

---

liberal arts colleges, which individually might not gain such support either because of lack of program or because the corporate donor would be reluctant to give to one small college in one area and not in another.

4. Research grants. Not a few universities have complained, for example, that additional grants for technological or medical research, unaccompanied by provision in the grants for overhead expenses, actually cost their institutions money from resources.
5. Unrestricted contributions. These are the most sought after since they are "the kind that balance the budget." Unrestricted giving is presently found much more among small, local corporations than among the large national ones.
6. Capital sum gift for construction or equipment. This type of gift comes, for the most part, through company foundations.
7. Giving for professional salaries.
8. Scholarship plan. The newest plan for scholarship giving, according to Fields, takes into consideration the fact that tuition and fees do not cover the full cost of the school. This awareness has given rise to two new types of giving. Both plans call for a tuition scholarship plus a \$500 annual grant to the private college. The difference is where one company limits its scholarships to children of its employees and gives them complete choice in the matter of selecting a college, while the other places scholarships in certain col-

---

"Just a word to tell you that I thought the Detroit meeting was the finest one we have had."

—SCOTT JONES, Partner,  
Gardner & Jones, Chicago

---

leges and opens applications to any qualified students.

### Procedures for implementing a contributions program

Faced with a choice of having business or government support charitable, educational, medical and similar institutions, "shareowners, as well as the general public, look with favor on business assuming the job as a part of its operational task." This view was expressed by Dale Cox.

This being the case, Cox said, "public relations men and women should bring to intelligent performance of the job every professional assistance of which they are capable."

On the other hand, he believes: "It is too big and too complex a field for us to become real experts without devoting a disproportionate part of our attention to it."

In order to keep corporate giving from bogging down, he re-emphasized Austin's thesis that the intelligent starting place is a written policy. International Harvester, according to Cox, was one of the first to build a written contributions policy. To make it work he revealed that "we have printed it and distributed it throughout the company, so that we have now attained a pretty general understanding of how we go about the problems of handling contributions." Although every contribution request cannot be handled strictly according to policy, policies can be followed in the overwhelming majority of cases with good results.

The second step of growing importance in implementing a giving program is the company contributions committee. According to Cox, "the most important functions represented on such committees are: the treasury, the secretary's office, employee relations, law, sales, manufacturing, and public relations."

Cox explained International Harvester's contributions committee by pointing out:

"All requests for contributions above the ceiling permitted local operations for handling come before this committee in our company for study, consideration and recommendation. Everyone who may receive them, from the president on down, must refer them to the committee. It is the committee's job to screen them for policy, for careful checking as to the nature of the organization, its objectives, the effec-

(Continued on page 35)



Paul M. Douglas, Asst. to the President, Oberlin College; Edwin R. Leibert, PR Director, Health Information Foundation, New York; and Lynn Poole, Director of PR, Johns Hopkins University, Baltimore.



Muriel Wright, President, Muriel Wright Associates, Toronto, and Mrs. Julia M. Lee, Director of PR, Woodward & Lothrop, Washington, D. C.



Dale Cox, Director of PR, International Harvester Co., and Albert Carrière, Hartwell, Johnson & Kibbee, both of Chicago; James H. Lake, Automotive Safety Foundation, Washington, D. C.



Pittsburghers William H. Collins, Director of Advertising, Drava Corp. and Howard L. Spindler, Vice President, Public Relations, American Radiator & Standard Sanitary Corp.



James P. Selvage, Partner, Selvage, Lee & Chase, New York, and James J. Kaufman, Director of PR, Ross-Roy, Inc., Detroit.



Conger Reynolds, Director of PR, and James M. Patterson, Asst. Director, Standard Oil Co. (Indiana), Chicago.



Boston leaders Virgil L. Rankin, PR Consultant, and Clark Belden, Managing Director, The New England Gas Association.



Cyril W. Plattes, Mgr., Dept. of Public Services, General Mills, Inc., Minneapolis; John L. Fleming, Asst. Director of PR, Aluminum Co. of America, Pittsburgh; and William Conrad, The New Yorker, New York.



Robert S. Johanson, PR Staff, General Motors Corp., Detroit, and Samuel D. Fuson, Vice President in Charge of PR, Kudner Agency, Inc., New York.

## ... PRSAIX



LeRoy H. Kurtz, Business and Personnel Mgr., Department of PR, General Motors Corp., Detroit, and James W. Lee II, Partner, Ivy Lee & Ross, Detroit.



Walter G. Barlow, V. P., Opinion Research Co., Princeton, and Jack R. Hight, PR Dept., Allegheny Ludlum Steel Corp., Pittsburgh.



C. E. Crompton, PR Dept., Shell Oil Co., San Francisco, and J. Handy Wright, Midwest Public Relations, Selvage, Lee & Chase, Chicago.



James L. Turrentine, Asst. to the President, Pitney-Bowes, Inc., Stamford, Conn.; John K. Murphy, Mgr. of Community Relations, Pennsylvania Railroad Co., Philadelphia; and Joseph Rice, PR Representative, American Car & Foundry Co., New York.



George M. Crowson, Asst. to the President, Illinois Central Railroad, Chicago (standing), and J. Hampton Baumgartner, Mgr. of PR, Delaware, Lackawanna & Western Railroad, New York.



G. Edward Pendray, Senior Partner, Pendray & Co. and Mrs. Robert L. Bliss, both of New York. Mr. Pendray is Editorial Consultant to the Public Relations Journal.

## SIXTH...



Denny S. Griswold, Publisher and Editor; and Hedwig Browde, editorial staff member, Public Relations News, New York.



Bruce Watson, Manager of PR Dept., General Foods Corp., New York, and George J. Kienzle, Vice President in Charge of PR, Borden's Dairy & Ice Cream Co., Columbus.



Malory McDonald, Director of PR, Missouri Pacific Lines, and Emerson G. Smith, Director of Public Information, Continental Oil Co., both of Houston.



Paul W. Kieser, Director of PR and Advertising Mgr., Dana Corp., Toledo, and Richard W. Randolph, PR Staff, United Foundation, Detroit.



George H. Tuttle, Director of Public Information, The Detroit Edison Co. and Stephen E. Korsen, In Charge of Press Relations, The Borden Co. of New York.



Kalman B. Druck, Vice President, Carl Byoir & Associates, Inc., New York, and John E. Fields, Vice President in Charge of Development, University of Southern California, Los Angeles.

Arthur Smith, Jr., Director, PR Dept., Dow Chemical Co., Midland, Mich., and Harold Brayman, Director, PR Dept., E. I. du Pont de Nemours & Co., Inc., Wilmington.

Frederick Bowes, Jr., Director of PR and Advertising, Pitney-Bowes, Inc., Stamford, Conn., and A. Ranger Tyler, Director, Bureau of Business Publicity, New York State Department of Commerce, Albany.

Earl O. Ewan, PR Dept., United States Steel Corp., New York, and Marvin Murphy, Vice President and Director of PR Dept., N. W. Ayer & Son, Inc., New York.





# Building better public relations for your company's international operations

(Following is an excerpt from Mr. Holdsworth's presentation, made at the Wednesday afternoon "Thinking Ahead" session of the Conference.)

**WHAT PROBLEMS** present themselves to a United States firm operating abroad?

There is one major difference between international operations and domestic operations—the label attached to the company. It is not just the General Electric Company, or the Ford Motor Company, or Standard Brands with which the international field is concerned—it is first and foremost the *American* General Electric Company, the *American* Ford Motor Company, the *American* Standard Brands in the minds of those people with whom those firms do business abroad. This United States label attaches itself automatically not only to the company and its name, but to all its personnel. How the company behaves will have its effect not only on that company and its personnel and well-being for the future, but also on all other United States companies. If a member of one company misbehaves for one reason or other, then the discredit is not only on his business connection, but on the United States too. In a very real sense, every United States businessman operating abroad is an ambassador.

## Proper training of personnel

Thus, policies which might be perfectly acceptable within our own borders must often be weighed against our national interest in terms of the effect those policies might have when the ambassador's label is attached. This puts a great premium and great emphasis on the proper training of personnel employed by United States companies for overseas assignments. United States business through international operations has probably always had a profounder and more wide-spread effect than has the State Department or all of the government agencies put together. The total number of employees directly working for United States companies abroad would probably out-number by far all

of the people concerned with Government foreign operations.

Most of us have heard of the growing feeling abroad that the United States is not too popular. Some of this we can ascribe to a mishandling of our foreign affairs in the post-war period. Some may be due to the activities of certain members of government missions. Undoubtedly, some of this feeling has to do with the inevitable nationalistic feelings of many countries. Corporations operating abroad must face these problems, although the real job in the long-run of international relations is the job of American business. The problems exist, the hostilities exist and the prejudices exist, but American business and our country cannot help but continue to be vitally concerned with the positive side, the progressive side and the peaceful side of international relations.

## Continuous link

Moreover, many United States companies have been abroad for a good many years, and with all of the changes in our own internal affairs and domestic

politics, American business has provided possibly the only continuous substantial and reliable link that people in other countries have with the United States.

The management of many United States companies with international operations needs to examine clearly what its purposes are. What kind of a company does it want to be? The purposes that particular company has adopted in the United States should be the same purposes adopted for overseas operation. A firm which has found it good business to be a good citizen here at home, will find it good business to be a good citizen abroad—a United States firm doing business and making a profit in other countries owes some obligation to those countries. If we take natural resources away from the country, then we must replace those natural resources in some other way. It is sound business, therefore, to examine the policies of the company in terms of its relations not only with its employee family and surrounding community, but also with the country at large.

## Same techniques used abroad

The same techniques which you use successfully in this country can usually be employed successfully in other countries. There is a real danger in changing this premise, but a lot of people have done it. When you leave our shores and go to a distant country, you encounter different languages, different customs, different attitudes and different practices in business itself. The hours of doing business quite frequently are different from those which we find at home. It would be wrong to think of those differences as being points of inferiority, or to forget the basic similarities. It is much too simple and naive to say that "people are people everywhere," but nevertheless the difference should not sway our judgment to the extent that we forget good business practice or to forget that purposes and goals which are found at home should

**By Benjamin H. Holdsworth**

Account Representative  
J. Walter Thompson Company



**William A. Durbin, Director of Public Relations, Burroughs Corporation, Detroit; and Chairman, Annual Conference Program Committee.**



be found anywhere else.

There are, unfortunately, only too few members of the public relations profession attached to United States companies in their overseas operations. This would be one place to examine your own company's activities. Those, however, who are in the international field will agree, with obvious modifications, that a good public relations program can be adapted and used almost anywhere in the world. On the publicity side alone, this is generally a true statement. We must, however, know the facts in each country. For instance, in certain countries the idea of sound business news emanating from a company has not yet been accepted by editors—any publicity release is regarded as advertising and, therefore, the space taken by the release charged for at the regular or even more than the advertising rates. In other countries the value of the public relations officer in a firm has not yet been realized and, once again, his purposes and activities suspected. The idea of cooperation between businesses with similar interests in furthering a cause for the public good is frequently thrown open to suspicion.

There is another side to this whole coin which we must not overlook—what a United States company does at home and the reputation of the company right here in the United States may very frequently have a pronounced effect on that company's operations abroad. The magazines, newspapers, trade journals and other branches of the American press have hundreds of thousands of readers outside the United States.

#### The effect

The sum total effect of all these channels of communication is to provide a great mirror reflecting what happens here in the United States to people in other countries. We are almost in the position of the gold fish in the bowl. This can be turned to advantage for individual companies and for United States business in general.

Encourage your company's management to take a long look at the international field and at your own operations whether they be large or small outside the borders of the United States. Everyone in the public relations field should study this entire question of improving public relations in the international field not only for the good of business, but for the very definite well-being and future of the United States. • •

# How come \$1.00 steak from 25¢ steers?

**1000 lbs. Steer**  
at 25.8¢ per lb.

**Packer pays**  
**\$258<sup>00</sup>**

Production costs of cattle raisers and feeders include breeding stock, death losses, feed and labor, land use, taxes, interest, supplies, equipment and other expenses for the three full years it takes to produce and feed a choice grade steer.



**590 lbs. Beef**  
at 41¢ per lb.

**Retailer pays \$241<sup>90</sup>**

Value of by-products, such as hides, fats, hair, animal feeds, etc., helps offset packers' dressing, handling and selling expenses, so that usually the beef from a steer actually is sold to the retailer for less than the live animal costs. As shown above, packer pays \$258.00 for typical 1000-lb. steer—sells meat for \$241.90\*.

All cuts of beef are equally nourishing.

If there were equal amounts of all, with an equal demand for all, steak and hamburger and stew meat would all sell at the same price.

But that just isn't the case—see table at right, above.

In general, demand is concentrated on steaks and roasts. This is why porterhouse steak, for example, may sell in some stores for \$1.00 while hamburger sells for 42¢.

If consumers don't want steak

	Lbs.	Retail Price	Total
Porterhouse, T-bone & Club Steak	35	\$1.00	\$35.00
Sirloin Steak	55	.88	48.40
Round Steak	50	.77	38.50
Rib Roast	30	.65	19.50
Boneless Rump Roast	25	.89	22.25
Chuck Roast	105	.55	57.75
Hamburger	100	.42	42.00
Stew Meat & Misc. cuts	50	.56	28.00

**450 lbs. of Retail Cuts**  
**Consumer pays \$291<sup>40</sup>**

Retail markup takes into account such costs—and they've been rising—as rent, labor, depreciation on equipment and fixtures, etc. Also there is a loss of weight averaging 140 lbs. from shrinkage, fat and bones not salable to consumers. Prices are typical\*\*.

badly enough to pay \$1.00 for it, the price goes down. If they demand more hamburger and the supply does not increase in line with increased demand, the price goes up.

That's how the law of supply and demand works.

\*Based on actual government figures—Chicago market reports of U.S. Dept. of Agriculture for choice-grade steers and choice-grade beef, mid-October, 1953.

\*\*Retail prices shown above are averages for all kinds of Chicago stores, including cash-and-carry, charge-and-deliver, in high rent areas and in low rent areas. Prices in some stores may be higher . . . in others lower.

**AMERICAN MEAT INSTITUTE** Headquarters, Chicago • Members throughout the U. S.  
(Advertisement)

# Public relations aspects of atomic energy in peacetime

*Speaking at the Conference's Wednesday afternoon "Thinking Ahead" session, Charles E. Robbins, Executive Manager, Atomic Industrial Forum, Inc., tells of some of the problems involved in this country's ownership of fissionable materials, and the part PR people should play in solving them. An excerpt from his address is given below.*



Charles E. Robbins

SERIOUS AND COMPLEX problems which are certain to come with the development of atomic energy will require public relations people of the highest caliber. . . . The split atom may have social, economic and psychological aspects almost as far-reaching as the physical energy itself. High temperatures now available from the fissioned atom may make possible new metals and new chemicals, and improved foods and plant life. We have not yet dreamed of important uses yet to be discovered.

Ownership of fissionable materials is one of the most important of this country's problems today. If business enterprise is permitted to develop the energy of the uranium atom the full potential of this energy source will be realized much quicker and more economically

than if ownership and control remains with government.

American industry unquestionably is more effective and can probe, find and develop the possibilities of atomic energy faster than government. It would be more appropriate, inasmuch as atomic energy is a government monopoly in the United States and in Russia, to compare the probable efficiency of the two governments. The Russian government incentive is, in a sense, fear, stemming from one absolute authority at the top, and it brooks no interference. It is dictatorial, ruthless, repulsive and effective. It produced an atom bomb in four years and apparently a hydrogen bomb four years later. It took us three years to produce the bomb, and we had our first 'thermonuclear test' six years later.

The advance of science since the first world war is bringing about an unhealthy sociological situation. There was a time when citizens could readily understand the physical forces around them. This is no longer true. To live in ignorance of the forces which affect our lives is not good; it is contrary to the idea of democracy and individual responsibility.

One important answer to the problems of the atomic age is better understanding of what we are dealing with. That understanding has to begin right in industry, and at the top, and be diffused through the whole body, and from there out to the community. It must be a planned sort of thing, and it must be planned and executed by public relations people. • •

## Administration and PR

(Continued from page 5)

who have had the greatest experience in your field. Your profession must look to you not only for individual scholarship but for the initiation and support of research.

### Special obligations

Let me add one final thought. I think you would agree that every profession is conscious that it has certain special obligations. It is an awareness of its responsibilities which most elevates a profession. What, we may ask, are yours? I am not qualified to say, although it seems to me they must include the obligation to report truthfully, to shun the kind of public statement—in

whatever form—that is misleading, distorted, deliberately confusing.

There is the obligation to be objective—to make searching, honest inquiry. As most of you are fully aware, this is perhaps the most difficult of all self-disciplines, particularly when in our working hours we are so completely surrounded by a particular point of view that it seems vital for this point of view to prevail against all others. And yet those of you who are constantly observing the trends of public opinion and noting the current hopes and anxieties of large groups of people are in a particularly preferred position to achieve objectivity. But, whether most difficult, or relatively easy, it is a requirement of professional status.

Out of personal integrity and a striving toward objectivity, there must come the ability to work well and successfully with others—the kind of ability that springs from an understanding of varying points of view, a respect for the opinions of others, and facility at finding a common meeting ground in helping management to deal with public opinion.

I do not want to close without saying that all of you are to be congratulated in having elected for your life activity an area so new that you are destined to write some of the blueprints of its development. It is an area of great importance to modern business management—and to the large affairs of human beings today all over the world. • •

## Business At Bat

(Continued from page 15)

reduced. In 1929, the 1 percent of the population in the highest income group got 19 percent of the national income. In 1946, it got only 8 percent.

(Many of the facts in the foregoing summary are taken from a syllabus prepared by Evans Clark of the Twentieth Century Fund for the Advertising Council's American Round Table on the American Economic System.)

Beyond each of these material symbols lies a potential spiritual advance. Their importance is to be measured in the degree to which they have freed man for his destiny. And plainly, the United States is still in full transition. But we have a great opportunity to achieve higher values in society for man. Some of these values we have already begun to attain. The world, generally speaking, misunderstands the real significance of these economic gains. Some people merely envy them. Others scoff at them. Americans, by their deeds and thoughts, can avoid the fate of Midas—not by benevolence, but by an understanding of the truth best expressed in the Christian ethic, which effectually keeps materialism in its place. "What shall it profit a man, if he gain the whole world . . . ?"

Why have these gains been possible?

**1. Geography.** The physical isolation of the American continent has helped—its freedom from wars of devastation, although we have expended many of our immediately limited natural resources, such as iron ore and petroleum, on these wars. (It is interesting to weigh the net loss to a nation's resources in, say, the depletion of the Lake Superior iron-ore reserves as compared to the bombing of a city.) But more valuable than isolation have been size and resources. We have enjoyed a vast tariff-free area, which has helped make possible mass production and mass markets. And our national resources in land, forests, minerals, petroleum, coal, iron, water power were and are a vast advantage compared to many other nations.

**2. Human resources.** Comparable to the value of our natural resources have been our human resources. We have had the indispensable boon of a steady flow of restless, dynamic, vigorous, diversified people. It is our most valuable import. Sometimes the flow has been hard to assimilate. Some elements in

the tide have seemed overweening. But just as Great Britain benefited incalculably from the waves of immigration which swept over its shores down the centuries, so the United States represents a community of rich, fertile diversity.

### 3. Nature of the system and the people.

**A. Spiritual foundation.** Nothing is more important, more contributive to the American achievement, than the spiritual foundation on which the republic is based. Men "are endowed by their Creator," wrote the founders, "with certain inalienable Rights . . . Life, Liberty and the Pursuit of Happiness." The men who wrote these words were the greatest political scientists of their and perhaps of any time. They had read and understood the political thinkers of the 18th century; they transcended them all. And their republic was founded on a recognition of man's debt to God. It was spiritually buttressed.

**B. A classless society.** The society thus brought into being became in due course a classless society. The equality of man was realized in the sense of opportunity, though not at once. And with the steady evolution of the economic system today, inequalities are being reduced, opportunities are widening, false social vanities diminish. Slowly, but very significantly, we make progress over racial prejudices and inequities. The importance is not that we still have grave racial problems, but that we have overcome so many of them in the only way they can truly be overcome, by unfoldment and demonstration. But we must keep up the pressure, not for "equality" but for justice.

**C. Sense of cooperation.** An invaluable attribute, going back to the needs of the frontier, is teamwork, sharing. It is a form of community. It is shown fantastically but most fruitfully in our voluntary private organizations. It is shown by a team of men operating a machine, or by natural scientists, or anywhere. We may be a nation of self-reliant individualists, but just as important is our natural capacity to cooperate, our gregariousness, our urge to come together. We are a social people, and this is useful.

**D. Productivity of social or moral value.** As noted above, the importance of productivity is transcendent when seen not merely as "things," but as greater job satisfaction, greater capacity to provide for needs and wants, greater

job security, richer community values. This basic attribute of the system helps explain its results.

**E. Acceptance of social responsibilities.** Increasingly, and widely, business leaders see that they owe a continuing obligation not only to the army of stockholders for whom they work, but to their labor force, to the consumers and to the community as a whole.

**F. Fabulous expansion of research.** Nothing has contributed more to the growth of the American economic system than the development of research. Today at least 3 billion dollars a year

### 1954 BACON'S PUBLICITY CHECKER

Lists 2,850 business papers, farm papers and consumer magazines that use publicity — lists them alphabetically and in 99 market groups — compiled from thousands of publicity release lists — record system included that eliminates card files — shows how to prepare publicity and how to place it — reduces clerical time, eliminates deadwood and improves results.

Price \$6.00.

Sent on approval.

**BACON'S CLIPPING BUREAU**  
343 So. Dearborn St., Chicago 4

### JOIN THESE ADVERTISERS NOW USING

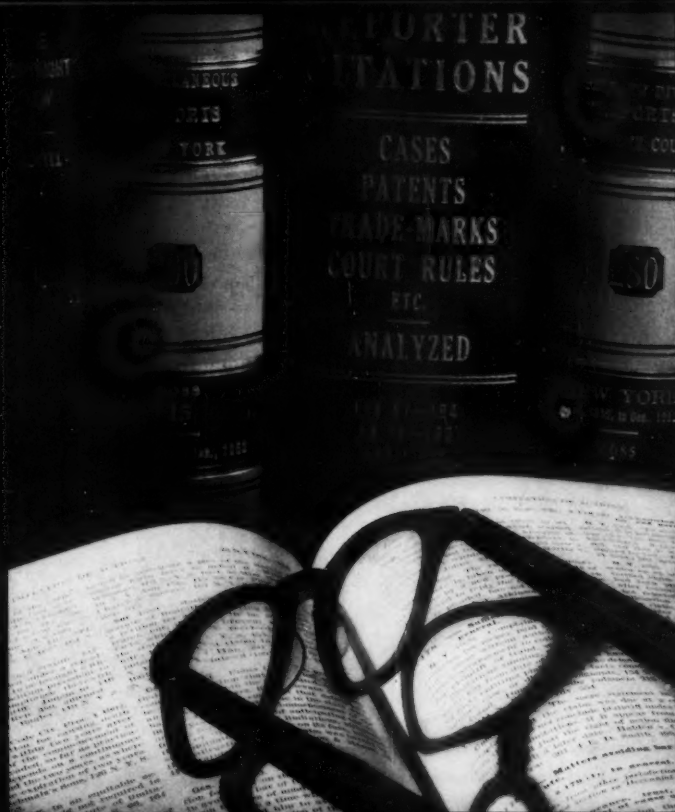
## THE QUILL

American Airlines	Louisville Courier-Journal
American Trucking Industry	Louisville Times
Balfour and Company	Minneapolis Star and Tribune
Broadcasting, Telecasting	NBC
Caxton Printers	New York Mirror
Chicago Daily News	Oil Industry Information Committee
Chicago Sun-Times	Ovid Bell Press
Christian Science Monitor	Santa Fe Railway
Coca-Cola	Standard Oil Company (Indiana)
Collier's	Standard Oil Company (New Jersey)
Delta-Chicago & Southern	St. Louis Globe-Democrat
Don Clark Publications	Trans World Airways
Doubleday & Company	United States Brewers Foundation
Eastern Airlines	Von Hoffman Press
Editor & Publisher	Waldron Press
Electro-Motive Div. (G.M.)	The Wall Street Journal
Esso Standard Oil Company	Washington Commercial
Gannett Newspapers	WBNS-TV-Columbus
General Motors	WMAQ-Chicago
Johns-Manville Corporation	WMT-Cedar Rapids
Knight Newspapers	
Look	

Write for rate card and information today!  
The QUILL, 35 E. Wacker Dr., Chicago 1, Ill.

**FOUNDED 1912**





## this man is making a motion picture...

His job... to protect your interests and investments.

He is a TRANSFILM legal adviser.

Others—directors, producers, writers, cameramen—  
guide each production along its creative way.

A film is celluloid. It is also talent. It is props and  
lighting and a thousand other details that sometimes  
need interpretation by a trained legal mind.  
In each of these areas, a TRANSFILM expert brings  
to bear his special talents and attainments—  
to bring you stable, sensible, protected film production.

At TRANSFILM, better films for business  
are produced by men who demand perfection  
of themselves, of each other, of everyone  
who participates in the making of a motion picture.

For further information, write

# TRANSFILM

INCORPORATED

35 WEST 45TH STREET, NEW YORK 36, N. Y.

Judson 2-1400

is being spent on research—80 percent of it by the big corporations. Only 20 years ago, scarcely one-fiftieth of this sum was being spent. Without the financial power of the big corporations, more of this work would have to be done by government, with all the consequences. Government is of course responsible for a significant share of current research. But the big load is carried by the big corporations, and the whole world is the gainer. Along this road lies the answer to dwindling natural resources. In the current defense of "bigness" coming from many and unexpected quarters, no fact is more impressive than the relationship of bigness to research. Conversely, the results of research are often carried into industrial practice by small business units, while some practical researchers have sprung straight from the university laboratory to the small but thriving research business.

**G. Interchange of information.** Willingness of business enterprises to pool their experience, which has grown swiftly in the last quarter century, springs partly from trade associations and other voluntary organizations, partly from the atmosphere of cooperation and community which goes back to the frontier. Likewise, the age of research is an age of sharing. There is wide realization of the fact that all gain from interchange. Patent pools help, and the fact of patent protection makes trade secrecy unnecessary.

**H. Understanding of social principles.** Steadily, decade after decade, there has been practical progress in better use of human materials. The late Prof. Elton Mayo of the Harvard Business School and many others have studied practically in plant operation the ways by which people live and work together. The necessity of positive understanding and sympathy by the labor force has been clearly admitted. Elements which the successful executive knows by intuition have been charted and reduced to impressive doctrine.

**4. Competition.** Volumes, of course, could be written on the contribution made by competition to the effectiveness of the American system. Latterly, the growth of big business has disturbed many who saw old-fashioned price competition diminish in many lines. But it was apparent that in place of price competition, many other competitive elements persisted or grew stronger. Many

(Continued on page 27)

# Public relations — techniques or ethics?

*Annual Dinner speaker J. Wesley McAfee makes some observations and draws some conclusions about the development of public relations as a profession, based on his own experiences in the public utilities business and in public life. Partially quoted here, the speech will appear in entirety in a later issue.*



J. Wesley McAfee, President, Union Electric Company, St. Louis, spoke at the Annual Dinner, the conference's closing event, on "Public Relations—Techniques or Ethics?"

WE COULD NEVER have this democracy without keeping a glare of publicity on what it does and what it fails to do. If this society holds together, it will be because the people come to be better and better informed, and demand of their government, as they have always demanded of their standard of living, better and better results as time goes on. That is the only thing that will keep us on our toes as a republic, as a democracy. And we have got to have it. I recognize the dangers in it, that is why I was rather eager to come up here. I think this society\* is in a position to render a really great public service. I think the fears that Judge Hand had that caused him to call publicity a

"black art" came from the fact that he made the statement before there were any professional standards for public relations. You are going to attract many a fraud, many a charlatan to the use of the tools you have developed and the means of communications that are available and that you have made available in a more expert way. Many a fake will impose upon the public, many of whom will do harm to the public, do harm to publicly good projects. This emphasizes the importance of your code of ethics, of setting standards, providing some leadership. I know you won't do a perfect job any more than the American Bar Association does, or the American Medical Association. Never-

theless, most of the people in your profession, however callous they may pretend to be, would like to have the good opinion of you who are the leaders in your line of work. They would like to cleave to the standards and principles that you set forth. And when you are combined in a unified group, as you are, you make your influence stronger in that regard.

And I think that all of us ought to feel indebted to you. • •

\* The Public Relations Society of America.

## Business At Bat

(Continued from page 26)

of these are listed by David E. Lilienthal in his book *Big Business, a New Era*. And Professor J. K. Galbraith shows in *American Capitalism, the Concept of Countervailing Power*, that many potent forms of competition help retain the vigor and health of the national economy. "Big Business in a Competitive Society" is the subject of a major research project of the Brookings Institution, of which a summary was published by *Fortune* magazine in February, 1953. This lucid 14-page report shows that bigness is not synonymous with monopoly or oligopoly. The contribution of technological growth to real competition is emphasized. All these restudies of competition and bigness may lead to new public policies—such as revision of the antitrust laws—which

will not penalize bigness or seek to break it up just because it is big. In any event, competition is as real today as ever in the American economy. Without it, the system would wither on the vine.

### 5. Techniques.

**A. Power machines.** The degree to which Americans have put mechanical power to work for them explains a large part of the increase in production and productivity. Men and animals in 1850 contributed 74 percent of the total energy used in American production. Men and animals in 1950 contributed only 7 percent of the total energy. Machines do 93 percent of the work. Our multiplying need and capacity to use machine power have constantly surprised the experts, even including the years since World War II. In 1933,

Wendell L. Willkie, asserted that the power to be produced at Norris Dam would be surplus—without a market. Today, new power plants equivalent to seven Norris Dams are needed every single year to meet the increasing requirements of the same region. And our use of power is not merely in large chunks. In 1950, to mow lawns and beat up eggs, to cut whiskers and agitate complexions, and do all the other tiny chores of home, industry, and recreation, we manufactured 28,000,000 small engines and fractional horsepower electric motors, producing 25,000,000 horsepower. In 1951, '52, '53 we must have manufactured even more. It is quite possible that our fractional generation of horsepower exceeds the total power output of some undeveloped countries. There are electric tooth brushes on the market! And with atomic

(Continued on page 30)

*Another*  
**PRINTERS' INK  
IDEA BOOK!**

For promoting better relations with employees, stockholders, dealers, suppliers, communities, civic groups and the general public—

**PUBLIC RELATIONS  
IDEA BOOK**

Compiled by *Printers' Ink  
Editors and Contributors*

349 pages, \$5.00

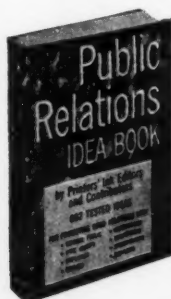
This practical, time-saving reference book describes 692 of the best tested ideas on public relations—selected from the vast reservoir of *Printers' Ink* files.

Now you can find under one cover the most successful public relations methods and devices, illustrated with actual samples and case histories. Outstanding for its practical, how-to-do-it treatment and time saving brevity, this new book runs the gamut of important points that are likely to come up in your public relations work.

The hundreds of ideas and idea stimulators are arranged and classified for easy reference. A twenty-page index facilitates finding the topics of your immediate interest.

These ideas can work for you because their effectiveness has been proved by others. Any one of them may be worth to you many times the cost of the book.

What's your problem-of-the-moment? Name it, then look for answers when the book shown below arrives at your desk.



Mail coupon now for  
your 10-day FREE  
examination copy

PRINTERS' INK BOOKS  
205 East 42nd Street  
New York 17, N. Y.

Please send me  
my copy of  
**PUBLIC RELATIONS  
IDEA BOOK**  
at \$5.00 per copy  
(Add 15¢ sales tax for  
New York City orders)

☐ Check Enclosed. ☐ Send Invoice.  
☐ 10-day Free Examination.

Name.....  
Position.....  
Company.....  
St. & No.....  
City.....Zone.....State.....



Reardon-Parshall, printers, and *Financial World*  
...gave away winning annual report samples.



Coca-Cola...the pause.



Roll-a-Talk...rostrum speaker aid made its debut.

Derus Associates...syndicated PR distribution service.



Combined Book Exhibit...order any PR



Michigan Bell...movies to train employees



American Petroleum Institute...oil movies

Facts Forum's public opinion program gave Dunbar of Detroit the \$50 prize for the poll with a vote of 91% for American business in a survey of visitors on the question "Which group—government, labor or business do you consider contributed most to give the States the highest standard of living?"



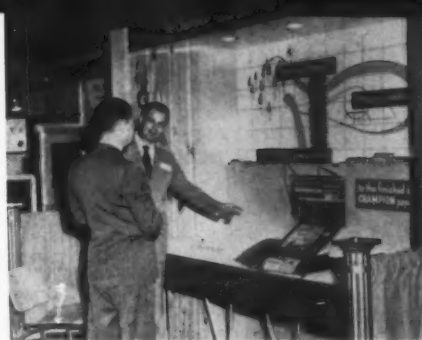




American railroads... the institutional story, 1840-1953.



Harper-Atlantic... the PR advertorial.



Champion Paper... institutional story of paper.

## CONFERENCE EXHIBITS WIN HIGH PRAISE

The Annual Conference Exhibits Committee assembled for the Detroit showing a group of PR-service demonstrations of value to all who attended. The "midway" was a popular spot with visitors who met and talked with the exhibitors and tried any of several guessing games and quizzes that sparked interest in this conference feature.

Among those who took booths were:

- ASSOCIATION OF AMERICAN RAILROADS, Washington, D. C.
- ASSOCIATED RELEASE SERVICE, Chicago, Ill.
- CHAMPION PAPER AND FIBRE COMPANY, Hamilton, Ohio
- THE CHESAPEAKE AND OHIO RAILWAY COMPANY, Cleveland, Ohio
- THE COCA-COLA COMPANY, Atlanta, Georgia
- THE COMBINED BOOK EXHIBIT, New York City
- PERUS ASSOCIATES, 420 North Michigan Avenue, Chicago, Ill.
- ACTS FORUM, INC., Dallas, Texas
- HARPER-ATLANTIC SALES, INC., Boston, Mass.
- MICHIGAN BELL TELEPHONE COMPANY, Detroit, Michigan
- MODERN TALKING PICTURE SERVICE, INC., New York City
- IL INDUSTRY INFORMATION COMMITTEE (American Petroleum Institute), New York City
- ORGANIZATION SERVICES, INC., Detroit, Michigan
- PUBLIC RELATIONS JOURNAL, New York City
- JEAN RAEBURN STUDIO, New York City
- THE REARDON-PARSHALL CO.—FINANCIAL WORLD, Detroit, Michigan
- ROLL-a-TALK, INC., Detroit, Michigan
- SOUTHERN CALIFORNIA CHAPTER, PRSA, Los Angeles, Calif.
- TIME, THE WEEKLY NEWSMAGAZINE, New York City
- BUILDING PICTURE PRODUCTIONS, INC., Chicago, Ill.

The booth was a popular spot as silver dollars were given away to PR people who could name a U.S. town where the newsmagazine had no subscriber. 125 winners out of more than 1500 guesses registered with such spots as Muleshoe, W. Va., Fire Brick, Ohio, Tilly Foster, N. Y., and Beefhide, Ky.



Associated Release Service... PR production and distribution.



Chesapeake & Ohio Ry... merchandising a trademark.

Modern Talking Picture Service, Inc., awarded two door prizes: Gordon G. Ackland, Royal Typewriter Co., New York won an Argus C-3 camera; and a Bell & Howell 8 mm. motion picture camera was taken home by Marshall C. Hunt, Union Central Life Insurance Co., Cincinnati.



## Between Sessions . . .



William E. Austin, Asst. to the President, Brading Breweries, Ltd., Toronto, and William R. Gerler, Publicity Manager, S. C. Johnson & Son, Inc., Racine, Wisconsin.



Leslie C. Stratton, National Director of PR, Boy Scouts of America, New York, and William F. Church, Asst. Executive of the Detroit Area Council of the organization.



Richard W. Darrow, Vice President, Hill & Knowlton, Inc., New York, and J. Carroll Bateman, Asst. Chairman, Eastern Railroad Presidents Conference, New York.



Russell W. Tarvin, Director of PR, Ohio Manufacturers Association, Columbus, and Harold Wolff, Harold Wolff Associates, New York.



Edmond C. Powers, Director of PR, and David Skylar, Asst. Director, both of The Griswold-Eshleman Co., Cleveland.



Paul Garrett, Vice President & Director of PR, General Motors Corp., New York, and Edward D. Whittlesey, Director of PR, University of Florida, Gainesville.

## Business At Bat

(Continued from page 27)

power—or solar power—knocking on the door, we may be just in the vestibule of the mechanical power age.

**B. More efficient methods of management.** Here again is a subject meriting volumes of discussion. With the development—one might say the “discovery”—of the principle of interchangeable parts, mass production became possible. Up to the time when interchangeable parts were used, all manufacture was “custom made.” Then came mass distribution and communication. As if these vast forward steps were not enough, a great part of today’s research and study concentrates on process, rather than product. Processes are becoming generalized, interchangeable between one manufacturing activity and another. They stem from research and experiment requiring basic scientific theory, not from “invention.” They lead to subcontracting, which enormously increases productive capacity and strengthens small business. Development of process—how to do things—strengthens labor and its mobility. The totally mechanized factory and the mechanical brain are already here. They illustrate the study and application of process. But better understanding of human relations, as mentioned already is another great revolution in industry, another form of improved “process.” It is quite possible that new achievements in the field of social engineering lie ahead quite as marvelous as what we may discover and apply at the heart of the atom or out at the sun.

**6. Labor attitudes.** The evolving position of labor is closely related to the foregoing factors. The longstanding skills, availability, and eager progressive attitudes of American working men and women have been one of the incalculably great causes of our economic achievement. It should be said first of all that American labor has always and overwhelmingly been committed to our system. Labor has not wanted, with rare exceptions, to overthrow capitalism. It has wanted more of the fruits of capitalism. Most workingmen have wanted to become capitalists. Most capitalists have been workingmen first. American unions are less politically minded and dominated than European unions. They have been less ridden by class antagonisms and bitterness. They

have restricted output less, and curbed apprenticeship less. But these problems have existed and do exist. There is a basic sense of conflict which is still unresolved. Nevertheless, unions are becoming more interested in production, more willing to cooperate, and management understands better the need of bringing labor into a sympathetic partnership.

The growth in labor union membership has slowed up since the '30's. We have seemed to have reached a plateau in union expansion. With reasonable business stability we may stay there. Labor is becoming increasingly professionalized. Will this strengthen unions, or not? Historic studies indicate that unions have not been chiefly responsible for raising money wages—that non-union labor has won even greater wage gains in the last 20 years than have union members. Monetary inflation permits wages and product prices to rise. The curve of rising wages in the United States was virtually the same during the Civil War, World War I, and World War II. Yet unions were negligible in the first, and far less manifest in the second. Be all this as it may, American labor in its differences from organized labor in many other parts of the world is a potent contributing element in the total system.

**7. Institutions.** Last, but very far from least, the institution of the corporation, which made possible the bringing together and use of capital is doubtless one of the most important of all factors in explaining American economic progress. Wide ownership, professional management, awareness of obligations—all stem from the corporation. The typical big corporation is a public institution. Employee ownership is increasing. If every worker in United States Steel would invest the cost of a new car in corporation stock, the employees could own the company. Many of them do invest now, although not necessarily in United States Steel stock. The usefulness of capital and the democratization of ownership are increasing elements in maintaining a strong popular-based economy.

In all this, I have said little of the constructive role of government. Nor of the enormous sustaining and lifting power furnished the economy by the great expenditures for national defense and war. What the American economy would be like today without the heavy spending program is an interesting and

perhaps a disturbing question. At any rate, our present complacency—so far as it exists—is a fool's paradise if it does not compensate for this kind of spending and envisage the basis on which business could operate dynamically if the world were to become totally peaceful tomorrow. Or, more realistically, if the trend of defense spending were steadily downward.

Nor should we lose sight, in our satisfaction, of the part government played during the '30's. Much of the social legislation worked out in that period was long overdue, which accounted partly for the stress by which it emerged. In the historian's long view, the Roosevelt administration will undoubtedly be given a generous share of credit for contributing to a more balanced distribution of economic power in the United States. But let us hope with confidence that the Eisenhower administration will get equal credit for bringing the balance back toward equilibrium, and for administering desirable social legislation effectively, economically, and fairly.

#### Today's challenge

Are we at the beginning of an era or toward the end? The answer turns on many factors. Possibly the greatest challenge to American capitalism today (after the challenge to all of us to prevent global war) is to stem another catastrophic depression. Business is far better equipped today to prevent a depression than it was in 1929. And business should not wait for government to attempt the job. There is much that government may do, but business itself has the first responsibility. Business must prepare for inevitable cyclical trends and be ready with cushioning plans. Business must use the apparatus of private collective action more effectively. Business must be ready to obtain the cooperation of labor in coping with the challenge of recession. Business may well prepare new tax-law amendments which will permit the building up of more adequate reserves against a rainy day. Business can save itself, and all the values for the world set forth in this study, by facing up seriously and adequately to the threat of recession. For a serious slump in the United States would affect every part of the free world, and benefit the totalitarians more than almost anything else could.


If business is able to do its part in the face of cyclical readjustment, it will

have won its chance to go forward.

And indeed, all the potent emergent elements set forth—perhaps too uncritically—in this examination are at hand to help make the future bright and fruitful. Above all, they are available as a prototype to show humankind the deeper eternal values inherent in a system based on the significance of individual man, committed to a voluntary social compact. Not that the American economic system, in particular, is the answer to the needs of any other people. But parts of it will be. And it shows what free men can do as they strive to make their freedom more genuine and their union more perfect.

The changed and changing nature of the American economic system is one of the greatest facts of the mid-century. Marxism is no longer a valid criticism of capitalism, if it ever was. The problems that Marx thought he saw have been solved, and many more besides. Cartels at one extreme, Communism at the other, Socialism in between are all inapplicable to the dynamic of free but responsible enterprise.

Let us prove in social awareness and action the power of free men. • •



**1<sup>ST</sup> IN ITS FIELD**

**FINANCIAL WORLD**

Start Your 1954  
Financial Advertising Campaign  
in the

**ANNUAL REVIEW AND  
FORECAST NUMBER OF  
FINANCIAL WORLD**

Publication Date:  
**JANUARY 27, 1954**

Advertising Forms Close:  
**JANUARY 18, 1954**

Other Feature Numbers in 1954:  
Number: Closing Date

<b>ANNUAL CHEMICAL</b>	
Dated, April 7.....	March 29
<b>42nd UTILITY</b>	
Dated, June 9.....	June 1
<b>ANNUAL REPORT SURVEY</b>	
Dated, June 30.....	June 21
<b>OIL PROGRESS WEEK</b>	
Dated, Oct. 13.....	Oct. 5
<b>ANNUAL REPORT AWARDS</b>	
Dated, Oct. 27.....	Oct. 18
<b>RAILROAD &amp; EQUIPMENT</b>	
Dated, Nov. 24.....	Nov. 16
<b>ELECTRONICS (Radio-TV)</b>	
Dated, Dec. 8.....	Nov. 30

Circular and Rate Card on Request

**Write FINANCIAL WORLD**

86 Trinity Place, New York 6



## Can We Measure Up?

(Continued from page 8)

sions upon what people like, without being concerned very greatly about why other people don't like a product, an advertisement, a program, a policy, a public cause. Such reporting overlooks the simple fact that the finest piece of cloth has its wrong side, which the careful buyer also looks at.

Are we in public relations work likewise guilty in this respect? How often have we found ourselves, on honest examination, to be giving only lip-service to that famous street we like to refer to, which has two opposite lanes? How often have we really, truly stood aside, and critically studied our programs as they paraded by? How often have we neglected to dig in for the real facts, with the courage to face what might be unpalatable conclusions? How often have we failed to remember that "supposing is good, but finding out is better!"

Let us not forget, too, the value to us who plan and create the program, of having ourselves at times "jerked up" by the findings—when perhaps we have tended to become too confident of our ability to prophesy and to guarantee results. If we are sincere, whenever this happens, we will recognize that the great discipline of public opinion is at work on us, too; and a man of character can ask for no more salutary check-rein to his over-confidence than just that.

### High craft standards

Then there is another check-rein that we all should feel, on occasion—the check-rein that reminds us of high craft standards. The very nature of the work constantly tempts us to "cook up" a smart, opportunistic promotion, publicity or notoriety stunt—to pander to cleverness rather than to follow the finer, more constructive courses that call for long-range objectives, good taste and real art.

The channeling of so much of the production in a hurry to news disseminators tends to make us careless, when it should make us more meticulous, about facts we pass on to the public. What the press says about our organization and its problems is important, yes. But in our rush to meet a deadline, in our zeal to "get pieces in the paper," do we sometimes forget this simple, cardinal fact: that what the newspapers

"I found the whole proceedings of the Conference very stimulating indeed, and I felt Mr. Werner's address most purposeful and lasting."

—ARTHUR CAIN, University Microfilms.  
Delegate from the British Institute of  
Public Relations, London, England

say about us tonight is not nearly as important as what people will be saying about us a month or a year from now? Yet the ability to sense clearly the difference between emergency tactics that stop leaks, and constructive work toward sound, long-range organizational goals of public understanding, points to another characteristic which I think marks the difference between an opportunistic publicist and a real public relations man.

So, you see, I conceive of our second great opportunity—externally to apply the results of our thinking more broadly and more skillfully—simply as an opportunity, you might say, to sell our public relations objectives more effectively. It calls for the same prime ingredients we would need if we were marketing any other good product:

- Imagination in mixing new ideas with tried and tested ones.
- Vision in choosing the most fruitful markets (our publics).
- Recognition of the importance—always—of an outside, critical viewpoint.
- High standards of craft skill directed toward long-range, long-lasting objectives.

I have given you a short outline of what I mean by the important opportunities of *internally* stimulating public relations thinking and *externally* applying the results of that thinking.

But there is another real opportunity before us all and that is:

"This is the first opportunity I have had to tell you how much I got out of the recent PRSA Conference in Detroit. This meeting marked my first attendance at such a conclave, but I assure you I have every intention of making these meetings in the future years.

"I was particularly impressed by the smooth operation of the conference itself. From past experience in this field, I readily recognize the difficulties one faces in regulating activities to the satisfaction of all."

—HUGH COLLETT, Director of PR,  
Kentucky Chamber of Commerce

Individually, personally, to serve public relations by making the importance of those two words more widely understood and respected.

Here we have an opportunity which really dares us: are we public relations people able to take our own medicine? Do we really believe in the over-riding importance of public understanding—or don't we?

When our answer is "yes," then in all honesty we must be willing to prove it by setting a good example in our own personal public relations. It is up to us who are in it to demonstrate that ours is indeed a work of service.

### Alert to serve

We must be willing to place our God-given talents at the disposal of organizations that need public relations advice and haven't the means to pay for it, or don't know where to seek what they need. We must be alert to serve with our special skills as citizens—perhaps in leadership, but probably more often in the less glamorous but important roles of skilled anonymity to which we are so accustomed in our daily work. Many of you here will testify with me that any man or woman in public relations who has not formed the habit of contributing in this way to the common welfare is missing one of the greatest satisfactions his career can offer.

But if we really do believe in the importance of making the significance of those words "public relations" more widely understood and accepted, then we must do more than be good members of the general citizenry; we have to be good members of our craft, too. This will call for sharing experiences and helping those in the work who are not as skilled, or those not as familiar with the immediate problem, as we. That will call for sacrifice, of course; but I submit that a sincere willingness to help, here, will bring surprising returns—not just to the one helped.

History, you will find, presents ample illustrations in crafts and professions of how an increased, sharpened sense of leadership responsibility has resulted not only in higher general creative standards, but in steadily higher goals for the individual who leads, as well. "While I teach, I learn."

The most effective vehicle I know of, through which to share and help in public relations, is of course the Public Relations Society of America; yet once in a while I am asked by some member

to tell him how he can get more out of his membership. When this happens, I feel like asking, "What is PRSA getting out of you? What have you put into the Society?"

Unless you look upon active membership participation—swapping viewpoints and studying experiences of others—as a duty of self-improvement which you owe alike to your employer and to yourself, you have missed one of the two real reasons for membership. And unless you accept participation in joint local and national programs for the improvement of your craft as your personal obligation to your craft, you have missed the other real reason for membership. No matter on what rung of the ladder you stand, these two reasons still hold: the returns in personal improvement through individual participation; and the returns in craft improvement through joint effort.

#### Chapter service

If you are in a chapter territory, your responsibilities of membership start right there: every chapter needs contributions in service, ideas and leadership from every member. Stronger, more helpful chapter activities are the real source of the stronger, more helpful national organization that can do things for the craft that no chapter possibly can do.

If you are not in a chapter territory, your responsibility of membership is the same one which was assumed by the pioneers who built this great Society in 25 chapter points: to get busy with a few public relations executives who are located nearest you, to gather, say once a month, in an informal shirt-sleeve discussion of mutual problems. That's the way all of our chapters really started. In doing this, you will naturally turn up some prospects fully qualified for membership in the Society. Right there you will have a chance to prove once again that the best way to sell yourself on a good cause is to start selling someone else on it. Then you will begin to realize that as with a church, a club, a college—any worthwhile institution—you will get out of a PRSA membership dividends in terms of what you put in.

But if we want to be good members of our craft, still another obligation confronts us: we must be willing to stand up and be counted as one of the faith—sometimes, indeed, when this is not so easy to do. At times, in fact, we will find it hard to count ten and re-

member some of the sound advice we preach on the subject of flash-opportunism versus long-range goals. For example: once in a while many of us in public relations are seriously upset because a certain Mr. X or Mr. Q makes the headlines, in bad "second story" trouble, and he is billed as a "public relations man." We want to rush out and tell the world that that man is not a public relations man at all—that he's a fixer, a four-per-center, a glorified greeter or something else cheap and unworthy. At such times, we are inclined

to forget that the culprit is really trying to pay us all a compliment—a rather off-color one, it is true. He has been devoting his time to changing flies into elephants, and now he's called himself a public relations man to give an odor of respectability to his doings.

Nothing can stop such practices: lots of men call themselves "doctor" who never graduated from any college; many a man called "reverend" ministers to a flock for reasons other than those suggested in the Good Book; we read of "professors" of some mighty queer pro-

**GOOD WHISKY  
CREATES GOOD  
IMPRESSIONS**

**That's why  
so many people  
are now serving**

**OLD  
HICKORY**  
STRAIGHT BOURBON WHISKY



ANDREW (Old Hickory) JACKSON



**The EXTRA YEARS enhance  
the great Bourbon Taste**

Full  
6 years  
old

66 PROOF • OLD HICKORY DISTILLING CORPORATION, PHILADELPHIA, PENNSYLVANIA



## PROFESSIONAL DIRECTORY

**BERTRAND W. HALL & CO.**  
41 EAST 42ND ST. NEW YORK 17, N. Y.

Specialists in . . .  
Financial Public Relations  
• Stockholder Relations  
• Corporate Development

### GARTLEY & ASSOCIATES, Inc.

*Financial Public Relations*

Counsel and liaison activities between corporate management and investors and financial community opinion leaders (security analysts, investment research staffs, statistical services and the financial press).

68 William Street, New York 5  
WHitehall 3-6770

### Burns W. Lee Associates

*Public Relations Counsellors*

SERVING  
EASTERN INDUSTRY  
IN THE  
FAR WEST



607 South Hobart Blvd.  
Los Angeles 5, Calif.  
DUinkirk 8-4131

### KETCHUM, INC.

Public Relations Counsellors  
To Corporations and Associations  
Since 1919

*Pittsburgh - New York*

fessions; and heaven only knows how often the respected word "engineer" is abused. Perhaps, too, we overlook the fact that the public is not as gullible as we fear: Most people instinctively know that everyone who blows a horn isn't a musician!

Granting our perfectly understandable unhappiness over the headlines, I suggest that we try hard to consider such problems as calmly and thoughtfully as though they involved our employer's business instead of our own; that we think of ways quietly to apply our skills to educate, rather than publicly to "indignate."

Most of all, I urge that each such instance be looked at as one more reason to avow once again our allegiance to the Standards of Practice adopted by the Society; to exemplify our belief in them through our own work; to set an example to others of cooperation in making those Standards better known and respected; and to show, by our generous contributions to the public interest of our know-how, that we really are proud of our calling of a "public relations man."

Someone has said that the surest augury of a man's success in his calling

is that he thinks it is the finest in the world. But here I have referred to pride for another reason: because of its definite, inseparable relation to all of these three great opportunities that I have been discussing:

- Only a man with pride in his calling can earn the respect and confidence of his associates that he must have if he hopes, internally, to stimulate deeper and more continuous public relations thinking throughout his organization.
- Surely, it takes a man with pride in his calling to apply his thinking externally, more broadly and skillfully beyond traditional methods and limited fields; welcoming the discipline of public opinion, with his eye constantly on long-range objectives.
- And any man with true pride in his calling just can't help wanting — by his example as a citizen, by teaching as a fellow craftsman, by preaching to the world around him — can't help wanting to make the significance of those two words, "public relations," more widely understood and respected.

A recognition of these opportunities by each of us will do more than face us squarely in the right direction: it will help each of us to do his or her part to expose those senseless shibboleths that people mouth so glibly about our work; it will puncture lots of those silly gas balloons people have blown up around us; and — most important — it will show that we are determined to do our part to keep the public relations of our own calling in order. Sound thinking about public relations people is the only dependable key to sound thinking upon the subject by people generally.

No man or woman in public relations who conceives of the career in terms of opportunities like these can fail to realize with a real thrill how greatly this kind of thinking is needed in the world today. The trend of public recognition and discussion is without question in that direction.

Thoughtful businessmen on all sides are talking of the importance of greater understanding. Leaders in public causes are realizing to a greater and greater extent that they no longer can take the interest and participation of people for granted. Those who sincerely have the general good at heart are constantly preaching the importance of channels to greater public enlightenment.

As for people in government, no matter where you sincerely study their problems, or thoughtfully examine their decisions, you surely must agree that there is a continuing need, here, for emphasis on the difference between skilled advice and hunch-playing, when one is evaluating or forming public opinion.

In diagnosing the causes of the world's many vexing problems, we in public relations cannot claim, and do not pretend to possess, any superior judgment. But, appraising public opinion and recommending steps to be taken in influencing it are our specialties. Those particular, peculiar skills may well constitute the decisive ingredient in the solution of many of those problems, in the days to come.

No matter how you approach it, the field of public relations, inviting level-headed, imaginative, skilled, long-range thinking, appears limitless. The real question is, "Can we measure up?" The writing of that story is in our own hands! • •

Copies of Mr. Werner's address are available in booklet form from PRSA headquarters, New York.



## How PR can expand services to management

(Continued from page 11)

Mr. Stevenson pointed out that the public relations man can better integrate an employee publication with plant production problems by purposefully talking business frequently with the production manager; or to create more useful product publicity by talking shop with sales and research people.

"This should be a continuing, planned and deliberate effort which involves going from office to office at all different levels, sitting down across the desk and saying, 'Mr. Jones, would you be willing to tell me about the two or three biggest plans or problems confronting you now?'"

"The ability to do this kind of a job, to move about in the organization and, above all, to be alert and sensitive to the needs of the organization is the first requirement for the head of the modern public relations department in a corporation.

"The second suggestion, also related to the organic concept of management, is a means of practicing what some of us call 'anticipatory public relations.'"

"This is suggested as an avenue for

building sound 'anticipatory' public relations practices: Suppose, as a result of the information that you pick up throughout the organization, you put together a thoughtful memorandum listing what you believe to be the principal public relations problems confronting your organization at the moment. . . .

"We have started to do this in our company, and the problems we have identified have ranged all the way from internal problems relating to lack of understanding of newly adopted policies to external problems, such as the use of chemicals in food. With each problem there should be your recommendation as to a suggested course of action. I don't mean that you need to present a full-blown solution, but a specific recommendation as to something that might be done immediately if management agrees that some action is indicated. . . .

"The third general suggestion is that in an organic management structure, public relations will be effective largely to the extent that management itself participates in and has a genuine stake in it."

Mr. Stevenson concluded on the note that rather than spend time fixing up fancy techniques to impress management, he would rather suggest spending time impressing them with the fact that we understand the business.

Asked by Mr. Renegar if there was a psychological advantage in presenting a company in a circular "organic" organization chart, Mr. Stevenson said perhaps one—no one is on the bottom.

Questions from the floor developed the following answers: Mr. Fleming said he did not believe that specialization within public relations necessarily leads to dead-end jobs and high turnover; Mr. Stevenson, asked what impresses management most, replied, "The record of a job well done"; Mr. Waltman said the title of the session implied that public relations was one thing and management another, and asserted public relations is a part of management, and future trends in public relations will be dictated by the changing management requirements of a public relations organization. • •

*(The above summary of the "Services to Management Session" was made by William W. Weston, Assistant Director of Public Relations, Sun Oil Company, Philadelphia.)*

## How to develop and administer a contributions policy

(Continued from page 19)

tiveness of its work, its personnel, etc. Where the request originates in a local community, our policy requires the local heads of operations to recommend an amount to the committee. The committee then considers that recommendation, and either approves it, amends it, or rejects it. Its recommendations exceeding amounts of \$5,000, those where some borderline question or exception to policy may be involved, and those of substantial amounts being made for the first time, are then taken to the company's top management group for approval. Rarely are the committee's recommendations altered there. All recommendations in amounts of \$5,000 or above go before the company's board of directors for consideration."

Investigation of different organizations which request money has become an increasingly difficult task and therefore, Cox revealed, "a growing number

of committees is being staffed with a full-time employee to act as secretary and carry on the important job of research and investigation. Small and medium-sized companies are using with good results one or more of the many clearing houses which serve to evaluate applicant, non-profit organizations."

Cox pointed to the charitable foundation as a device used by many firms to help solve the problem of giving. "A recent development in the field of corporate giving, it is being used to apply logical procedure, long-range foresight and maximum financial efficiency to the problem." (Foundations are made possible under Section 23 (q) (2) of the Internal Revenue Code.)

He explained the foundation's three advantages:

1. Funds may be built up by company contributions in years of good business and held as a reservoir against which contributions may be sustained

at a higher level in years of poor business.

2. Funds so accumulated can be invested pending their need, and thus add to the total funds available in periods of poor business.

3. The foundation will provide continuity, and long-term objectivity can be obtained in a company's contribution program.

Cox touched on one additional phase of giving which has been receiving increasing attention. He said, "In addition to supporting those agencies which perform widespread necessary social jobs, every company ought to develop some long-range contribution objectives of its own, such as scholarships for the children of its own employees or for promising college students who may some day be valued employees." • •

*(The above summary of the "Contribution Policy Session" was made by G. A. Duff, Manager of Public Relations, and John Harvey, Public Relations Department, Scott Paper Co., Chester, Pa.)*

## New public responsibilities of management

(Continued from page 2)

standards of conduct on the part of public relations men, Mr. Forrestal used several case histories to indicate that the "high noon, down-to-earth actions of public relations people and their managements and clients do not always match the lofty ideals which are so widely accepted."

Mr. Forrestal used press relations as an example of the area where public relations people and their managements and clients often talk one way, act another. He mentioned the temptation on the part of some people to "be coy with the press" and stated that "management silence does not necessarily mean no story in the paper." And he submitted that the problems of public relations people—in press relations and in their other fields of activity—"often pick up where the deans' philosophies leave off."

### Competition

Mr. Hill, the third panelist, referred to Dean David's comment that "the ability to reach continually expanding markets . . . has become . . . one of the principal concerns of a person interested in public relations."

Said Mr. Hill:

"We cannot doubt, as Dean David says, that corporate business in this country competes earnestly for markets, but there is a far more basic problem involved: That problem in one form or another is simply this: Just how much competition can we stand and do we want?"

"Millions of Americans today apparently no longer agree that competition is universally desirable. A majority of farmers, for instance, appear to oppose free competition among themselves. Have they not voted overwhelmingly for government measures that will shield them from competition? And have not wage earners organized themselves into *de facto* monopolies, supported by government. Price maintenance laws give similar testimony."

"We need to know more about what people are thinking on these subjects and where their thinking is taking us. Are we headed irretrievably for the 'hand-out' state in which everyone is going to be protected by some form of government subsidy? What becomes of competition then?"

"Anchorman" Wilks discussed Dean David's reference to the obligation of the public relations man to report truthfully, which the Dean described as perhaps one of the most difficult of all self-disciplines, particularly when the public relations man is so completely surrounded by a particular point of view that it seems vital for this point of view to prevail against all others. Mr. Wilks posed the following questions:

"What should the business leader say in a declining economy? Suppose he honestly thinks we are headed for a tail-spin. He knows that his admission of this belief will knock the props out from his sales force, will give a serious blow to employee morale, will cause him to be swamped with letters from worried stockholders, will damage the whole economy."

"Should he give his views or should he keep his mouth shut? If he seals his lips, will he not pass up the opportunity to be a real statesman by lessening the severity of the decline by giving ample warning of it? And if he fails to talk when things are on the downgrade, has he any right to expect an audience in boom times?"

"One can hardly pick up a newspaper today without having the word 'repression' or 'depression' jump out at him. The nation's economists, for the most part, are playing it up. And the businessmen are playing it down. What's the answer, Dean?"

Dean David replied that public relations men should continue to deal in facts, should avoid exaggeration and hysteria, and should take in stride any leveling off of business. He said:

"It would be the healthiest thing that could happen. It would get us off an artificially high peak and back to a real competitive basis. Why shouldn't we be willing to face a 10 to 15 percent drop in activity even if some salesmen do have to go to work?" • •

"Congratulations on engineering one of the finest PRSA Conventions we have ever had. Attendance was tops, interest at all sessions was surprisingly high, and your panel sessions were well developed and handled. The highlight, of course, was Mr. Canham's presentation."

—LLOYD H. GEIL, Director of Public Relations, National Dairy Council, Chicago

## CLASSIFIED ADVERTISING

When answering ads please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. Rates: "Positions Wanted" \$1.00 per line, 5-line minimum; "Help Wanted" \$2.00 per line, 5-line minimum. Payable in advance. (Deadline for copy is the 10th of month preceding date of publication.)

### Help Wanted

**ASSISTANT PR DIRECTOR** for a major radio-TV maker in the midwest. Must be marketing-minded, full of ideas, skilled and fast writer, personable, with experience enough to run the department when the boss is out. Age 27-35. If older the initial salary might not seem adequate or the advancement fast enough. Candidly, this is an opportunity, not a job, for one special guy willing to bet on himself and an exciting future in electronics. If you feel like that guy let's hear about you. Box M-1.

### Positions Wanted

**DESIRES PR CONNECTION** in N. Y. area; part time unless unusual proposition. Presently engaged in allied field incl. human relations, organizing, publicity, writing; also background in credit, sales, management—A.B. and professional degree, married. Box A-1.

### PUBLIC RELATIONS EXECUTIVE

Sound, diversified experience includes eight years with large oil corporation organizing and conducting press, stockholder, community and school relations. Previously on staff of PR counsellors with national industrial accounts. Wide newspaper background. College grad class 1932. Box D-1.

**FREE-LANCE PR MAN** seeks industrial post. BA in PR and Journ. Experience: assoc., PR agency; staffman, industrial PR; assoc. editor, 2 trade magazines. Skill ranges from consultation to details. Box B-1.

### DIRECTOR OF PUBLIC RELATIONS

PRSA member; 13 years PR experience, public and private, in U.S. and abroad, including work, study and teaching; intimate knowledge armed forces; Dartmouth grad. Ph.D. Penn; *Who's Who in America*, 28th ed.; widely traveled; foreign language background. Box M-1.

### PR-PUBLICITY WRITER/ASSISTANT

Newspaper, magazine & radio publicity placement, TV publicity & programing, editor house organ. Versatile writer. Special events, fund raising, research, Age 27, B.A. communications. Box G-1.

**PR EXECUTIVE.** Ten years director for Midwest farm business. Supervise four publications, radio, news, general promotion. Direct Country contacts. Minimum \$15,000. Box R-1.



They're MISSING PLENTY

- Your top management
- Your personnel and operating executives
- Your department heads
- Your company library
- Young people in your organization
- People who want to get "into" public relations work

## ...if they don't have THEIR OWN COPY OF THE PUBLIC RELATIONS JOURNAL

NOW you can provide a continuous program to "pre-sell" your key executives and associates on public relations programs . . . and also help young people who want to get into public relations work.

### HOW?

By entering a subscription to the expanded PUBLIC RELATIONS JOURNAL for them. You'll be

pleasantly surprised how reading successful public relations case histories month after month will make your key executives more receptive to sound public relations thinking . . . how it can help young people to really understand public relations functions in our economy.

**PUT EXTRA  
COPIES OF  
THIS BUSINESS  
JOURNAL . . .**

### TO WORK FOR YOU

It's easy to be sure that each of your key executives and people on the way . . . have their own copy of PUBLIC RELATIONS JOURNAL each month. Just use the handy coupon or add us a list and we will do the rest. We'll be glad to bill you or your firm if that's more convenient.

**AN ATTRACTIVE CARD** will be sent to announce your gift.

**PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. PRJ-1-54**  
**SEND THE PUBLIC RELATIONS JOURNAL TO:**

NAME \_\_\_\_\_  
FIRM \_\_\_\_\_  
TITLE \_\_\_\_\_  
STREET ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ P.O. ZONE \_\_\_\_\_ STATE \_\_\_\_\_

NAME \_\_\_\_\_  
FIRM \_\_\_\_\_  
TITLE \_\_\_\_\_  
STREET ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ P.O. ZONE \_\_\_\_\_ STATE \_\_\_\_\_

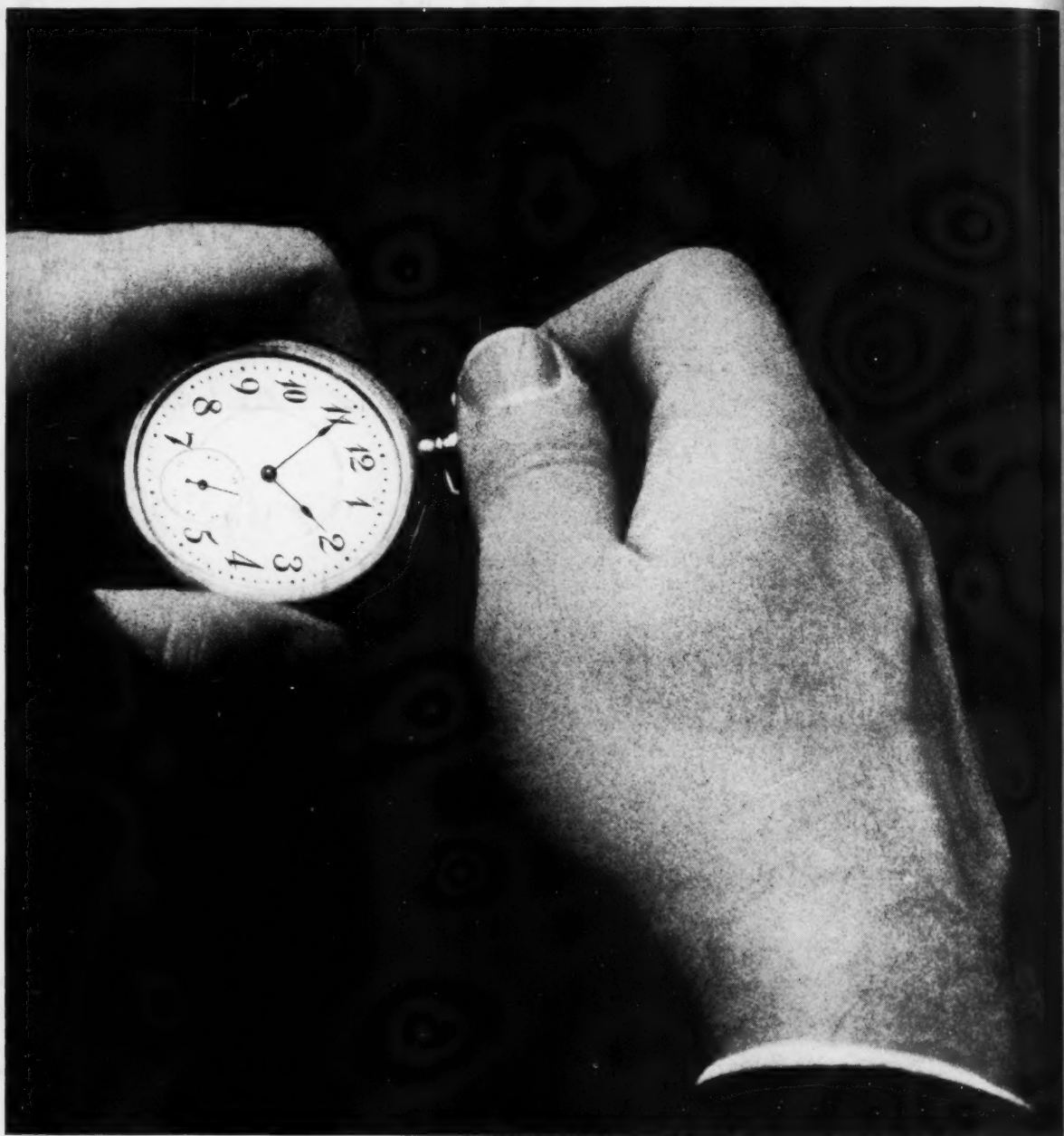
NAME \_\_\_\_\_  
FIRM \_\_\_\_\_  
TITLE \_\_\_\_\_  
STREET ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ P.O. ZONE \_\_\_\_\_ STATE \_\_\_\_\_

**PLEASE ENTER SUBSCRIPTIONS FOR:**  
☐ ONE YEAR at \$7.50 each    ☐ TWO YEARS at \$13.00 each—SAVES YOU \$2.00  
☐ I enclose \$ \_\_\_\_\_  
☐ Please send bill to ☐ Me ☐ My firm

MY NAME \_\_\_\_\_  
FIRM \_\_\_\_\_  
TITLE \_\_\_\_\_  
STREET ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ P.O. ZONE \_\_\_\_\_ STATE \_\_\_\_\_

**Mail To: PUBLIC RELATIONS JOURNAL 2 WEST 46TH STREET NEW YORK 36, N. Y.**





# Cotton time is all the time

Every minute of every day cotton is working for mankind. Serious, gay; stern, frivolous; stolid, whimsical—cotton assumes every look, plays every part like the master it is. For thousands of years cotton has served man with unfailing dependability, lending its versatility to thousands of products. Yet it's easy to understand why, when you remember that no other fabric in or out of a test tube offers so many admitted superiorities.

**IT'S WASHABLE.** A perfect performer, under water! What's more, properly pre-shrunk, cotton just can't wash out of fit!

**IT'S COLOR-FAST.** How do we know? A seven-year study of a thousand garments—proving beyond all doubt that cotton tops other fabrics for all-round color-fastness.

**COTTON WEARS SUPERBLY.** Field tests and laboratory abrasion tests demonstrate that cotton has the highest wear resistance of all textile fabrics in general use today.

**IT'S RESISTANT TO HEAT.** Cotton takes to ironing as easily as a baby takes to his bottle. Stands up under tremendous heat, too. And don't forget. Cotton can be sterilized by boiling.

**COTTON'S COOL**—a perfect summer fabric. It's first choice for a summer in town, a sojourn in the tropics!

**COTTON IS ABSORBENT**... thirstily "drinks up" moisture, then quickly releases it through evaporation. Result: cotton is cooler, more comfortable to wear.

**COTTON RESISTS PERSPIRATION**... refuses to fade or lose strength under the onslaught of perspiration. One big reason for its vast fashion popularity!

**PERMEABILITY** makes cotton a healthful fabric to wear. Even the tightest constructions of cotton fabrics allow your body to "breathe" as doctors say it ought.

*These are the superiorities that make cotton time all the time.*

NATIONAL COTTON COUNCIL, Memphis, Tenn.—New York, N. Y.

his bottle  
by boiling  
soujourn  
it through  
onslaught  
uctions of

Y.